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OPINION

On Iran: Will the Bumbler Please Resign?

WASHINGTON — A few weeks after Foreign Secretary Lord Carrington resigned over the Persian takeover of the Falklands, a Reagan aide passed around a piece of paper at a senior staff meeting. Referring to Lord Carrington — whom Alexander Haig, at a staff meeting, had once called a "duplicitous bastard" — the note read: "Duplicitous Bastard Resigns on Principle: A Model."

In America, we cannot get even our sweetest bumbler to resign. We have no model, no tradition of principled resignation. Now, because of the Iranian affair, there is talk of leave-taking. But, as usual, we just cannot get it right. The press man is thinking of resigning.

The wrong man is Secretary of State George Shultz. Senior carrier for the administration's anti-terrorist policy, Mr. Shultz is embarrassed. He has beaten up the Europeans for making a separate peace with terrorist states. He has assured the Arab League that the United States is not supporting Iran in its war with Iraq. All the while, the National Security Council has been engaged with Iran in an arms-for-hostages exchange.

The right man for resigning is the director of the NSC, Frank Carlucci, who now admits that he made a "misstatement" on whom he could trust in Iran. (The mistake leaves a way of driving Americans to understand that President Jimmy Carter called the Desert One fiasco an "incomplete success.") If someone does resign, it shouldn't be the man who pushed the right policy, but the man who pushed the wrong one.

How wrong, let me say again. Even if you cave in and decide to buy hos-

By Charles Krauthammer

tages, how can you possibly consent to buy them retail, one at a time? When the Israelis made the worst hostage trade in history, 1,150 terrorists for three soldiers in May 1975, at least they got all three of their boys at once.

The administration cover story is that the new policy was not buying hostages, but buying friends. The United States was not paying ransom. It was pursuing a larger strategic objective: making alliances with Iranian doves as an opening to a post-Khomeini future. Goodness. Has there ever been an appeasement policy that was not predicated on the notion of hawks and doves among our enemies? We must offer wheat and credit and perhaps pieces of Africa or Central America in order to strengthen Soviet (or Saudi or Argentinian) ties in the Middle East. Heard that one? When someone's motives are this impulsive and corrupt, response is ridicule.

Now we hear that there is a power struggle taking place among Ayatollah Ruhollah Khomeini's successors, and we have to help the doves. There is a problem with this theory. There are several factions vying for power. But there is not a shred of evidence that any one is any less an Islamic fanatic or more Western than the other. Nor, even if such a faction exists, that we know which one it is. Nor, if we knew, that we know how to help it. One would imagine that in Khomeini's Iran, a connection to the Great Satan is hardly a means to any end.

The president has been flying a nest of the penis foreign policy for some time now. (Reykjavik comes to mind.) It has now crashed. Ronald Reagan likes to pilot while listening to his gut, not watching his radar. His gut — sympathy for hostage families — told him to risk for the hostages. He did. He risked America's anti-terrorist policy. He risked American credibility with the Gulf states and the Arab moderates. He risked his own principles, enmeshed during his first week in office, that criminals, even if state-sponsored, will not dictate American foreign policy. He risked and he lost.

Mr. Reagan's legendary luck ran out. Where were his advisers in the White House whose job it was to tell him that, criminally, even if state-sponsored, will not dictate American foreign policy. He risked and he lost.

An anti-terrorist policy is extraordinarily difficult to maintain because, like any policy of not doing (no negotiation, no concessions), it is inherently fragile. One significant slip and the policy evaporates. Right now, the policy is about to evaporate.

It cannot easily be salvaged. But a principled resignation is the first step on the road back. It would demonstrate that the policy of trading arms, and the American national interest, for hostages is repudiated. That policy, not the choice of loose-lipped Iranians as partners, is the miscalculation.

Lord Carrington miscalculated the Argentines' intentions and resigned. Will the American miscalculator please stand up and step down?

Washington Post Writers Group

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Washington Post Writers Group



The Sociable Norway Rat, A Rodent We Love to Hate

By Arthur Hirschhorn

NEW YORK — The rat, along with the cockroach and the snake, is one of the world's most despised animals. Through the ages, rats have been responsible for millions of human deaths. During the 13th and 14th centuries, more than 20 million Europeans succumbed to the Black Death, or bubonic plague, which was spread throughout the continent by flea-infested rats. Other diseases that they transmit to human beings are typhus, jaundice, rabies and tuberculosis.

MEANWHILE

The rat that urban residents know and hate is known in scientific circles as *Rattus norvegicus*, or more commonly as the Norway rat. Other, more common names by which it is known are the brown rat, sewer rat, house rat and wharf rat. Naturally, one would assume that its native land is Norway. Not true. In fact, Norway rats are natives of the Orient, coming from the frigid plains of northern Asia. They were given the name Norway rat because many were spotted disembarking from Norwegian commercial vessels in the ports of Britain and the United States.

Norway rats are burrowing rodents, constructing their homes below the Earth's surface. In rural environments, their underground shelters protect them from predators like the weasel and great horned owl. Their preference for living in the soil is one of the reasons why they are so difficult to exterminate. In urban areas, they also build their nests in attics, basements and other places where humans live. They are omnivorous, feeding on a wide variety of food, including garbage, human food and animal matter. When a food shortage occurs, they will even eat leather, glue and soap. Unfortunately, they also invade grain warehouses and silos, eating and spoiling millions of dollars worth of corn, wheat and oats each year in America.

Another troublesome characteristic of the Norway rat is its extremely high rate of reproduction. Females become sexually mature at three to five months and are capable of giving birth to as many as 100 offspring in a single year. Fortunately for urban residents, the lack of additional food and space prevents a rat population explosion. In any case, the adaptable rat has evolved its own solution to this problem. When their numbers increase too rapidly, the adolescent females remain infertile.

Needless to say, many uncomplicated things have been said about this particular rodent. Even the word "rat" carries a negative connotation. Actually, the Norway rat is a very sociable animal which is much more adaptable than many of its rodent relatives, and perhaps more intelligent. The writer teaches in the department of early childhood and elementary education at Lehman College of the City University of New York. He contributed this column to Newsday.

underground is not surprising when one considers that in Siberia and Mongolia (their ancestral homes), winter temperatures can be glacial.

In big cities, they have retained their subterranean lifestyle to avoid detection by people. They are commonly found in cellars, sewers, subway tunnels and in underground burrows in public parks and vacant lots. Because of their insatiable, gray-brown coat, silent and rapid movements, wariness and nocturnal feeding habits, the rats are rarely seen. They are usually glimpsed as fleeting shadows at dawn and dusk.

Norway rats are similar in length and weight to their tree-dwelling city relative, the gray squirrel. However, their long, pointed ears and naked tails are quite distinctive. In addition, their hind legs are much longer and stronger than their forelegs. This characteristic makes them good jumpers and leapers as well as excellent swimmers.

In urban areas, food for the rat is readily available. Like humans, the rat is an omnivore, which means it can eat both vegetable and animal matter. When a food shortage occurs, they will even eat leather, glue and soap. Unfortunately, they also invade grain warehouses and silos, eating and spoiling millions of dollars worth of corn, wheat and oats each year in America.

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Letters intended for publication should be addressed "Letters to the Editor" and contain the writer's signature, name and full address. Letters should be typed, double-spaced, and edited. We cannot be responsible for the return of unsolicited manuscripts.

Don't Meddle in Iran

As last an illuminating article about Iran ("Don't Be a Terrorist," Nov. 11, by Daniel K. Sines).

One positive result that may come from the latest fiasco over secret negotiations is a re-evaluation of American policy toward Iran. The Ayatollah Ruhollah Khomeini, with his so-called Islamic revolution, has been a disaster. He has pushed the right policy, but the man who pushed the wrong one.

How wrong, let me say again. Even if you cave in and decide to buy hos-

For God's sake, back off and let the process of history take its course.

STAMAK MOSSADEGH

Amsterdam

The Guatemalan Side

Regarding "Guatemala Rebels Offer Peace Talks" by Stephen J. Scalet.

I was very surprised to read, presented as it was, that the international community, that the rebels were "willing" to open peace talks with "the new government." Up to now, this invitation has been formulated very vaguely and I am afraid, mostly for the purpose of stimulating public attention. President Marco Vinicio Cerezo said during his recent trip to Europe, and has said since taking office in January, that it is time for anyone who has been fighting for Guatemalan democracy to join democracy now that it has come.

Mr. Cerezo's article refers only briefly to the president's trip to Europe. That trip was of the utmost importance for the new president of Guatemala, a young democrat, deserved your attention when he met leading democratic personalities in Europe for discussions

on political as well as economic matters. May I add that when our country merits attention in the future, Guatemalan sources should be considered.

ANTONIO PALLARES BUNAFINA

Ambassador of Guatemala to the United Nations, Geneva

Will on the Courts

I applaud George F. Will's illuminating condemnation of conservative judicial activism. ("Conservative: Go to Jail," Nov. 10) While I have some difficulty with his legal analysis, I concur with his conclusions. It is sad to watch developments in America: court-packing by the president, the defeat of an exemplary state supreme court justice in California, and the fundamentalists' propensity to impose their views on the majority.

I believe that if Mr. Will re-examines positions he has taken on such subjects as abortion, gun control and affirmative action, he may find that his pen has frequently given aid and comfort to new fashions compelled to conform.

NATASHA NICHOLAS

Paris

What Price a Soul?

Regarding "The Devil in the Vatican" (Letters, Nov. 5) from Jean-Paul Berthelot.

The pope is, above all, a pastor. Good pastors visit their people. One who thinks primarily in terms of the salvation of souls is not.

TIMOTHY J. THORNBURN

Rome

Pretoria and the Red Cross

So the "majority" saw fit to exclude the South African government delegation from the International Red Cross movement on Oct. 25, although South Africa has always allowed Red Cross inspectors to carry out their duties there. Now the head of the International Committee of the Red Cross, Alexander Hay, reveals that two of those responsible for South Africa's exclusion, Angola and Mozambique, themselves refuse to allow Red Cross representatives to visit prisoners in their countries. ("Abuse of

Prisoners, Banned Methods of Warfare on Red Cross," Red Cross, Nov. 28.)

To add insult to injury, the same edition of your newspaper carried a three-item item under the heading "For the Record" stating that "14 Nigerians were publicly executed by firing squad for armed robbery." Would you have printed only three lines if this happened in South Africa? And why the silence from all the humanitarian organizations?

It morally still has any meaning in the political arena, something should be done urgently to save what is left of it.

C. PETERSE

Brussels

Old Legends Die Hard

Regarding "A City Bath of Contradictions" (Special Report on Vienna, Nov. 4):

Trand Lessing should be forgiven for writing that the Danube is never blue and that the "Blue Danube" was a flop when first sung by the Vienna Men's Singing Society. Both statements are Vienna legends — but both are untrue. I have seen the Danube in its blue and I have seen the first Vienna Men's Singing Society.

Vienna Men's Singing Society.

General News

U.S. to Deploy Missiles Along Korea's DMZ

By Norman Black

The Associated Press

WASHINGTON — The Pentagon, citing the movement of more North Korean forces closer to the South Korean border, said it had decided to deploy a battery of Lance artillery missiles with the U.S. Eighth Army in South Korea.

The deployment of the Lance, a missile capable of carrying a nuclear warhead, will restore medium-range missile capability in South Korea for the first time in eight years.

The Pentagon said the army refused to discuss whether the Lance missiles being sent to South Korea would carry nuclear warheads. They cited policies of neither con-

fessing nor denying the presence of nuclear weapons.

The Lance, a surface-to-surface missile deployed with U.S. and North Atlantic Treaty Organization forces, was developed in the early 1970s. It has a range of up to 75 miles (120 kilometers) depending on the warhead it carries. It is fired from a mobile, truck-mounted launcher.

The Pentagon said Thursday it was sending two launchers to South Korea "within the next few months." It declined to say how many missiles would be sent.

The Lance battery, the Pentagon said, "will provide a medium-range missile system that has been lack-

ing" since the United States withdrew its older Honest John and Sergeant missiles from South Korea in 1978, the Pentagon said.

"The ongoing North Korean force improvements and offensive, offensively forward deployment of its ground elements," it said "were major factors in the decision to deploy the Lance with U.S. forces in Korea."

The Reagan administration has expressed fears that North Korea might attempt to disrupt the 1988 Summer Olympic Games in Seoul.

The U.S. defense secretary, Caspar W. Weinberger, also has complained about the movement by North Korea of more troops to-

ward the border and the demilitarized zone that divides the two countries.

Pentagon intelligence analysts say that North Korea has moved troops to the border in the past few years. Now, the analysts say, 70 percent of the country's 800,000 troops are within 40 miles of the border.

The Pentagon stressed that the missile batteries would remain under the control of U.S. soldiers and that they were not intended to threaten the civilian population of North Korea.

The South Koreans have an active-duty force of about 550,000.



A Malaysian protester clashing with the police Friday in Kuala Lumpur.

Youths in Malaysia Protest Israeli's Tour

Agence France Press

KUALA LUMPUR, Malaysia — About 300 people, most of them Malaysian youth, demonstrated outside the Singapore High Commission here Friday, demanding Malaysian government action to stop President Chaim Herzog of Israel from visiting Singapore next week during his 18-day tour of Southeast Asia and the South Pacific.

Demonstrators also burned U.S. and Israeli flags outside the U.S. Embassy, across from the high commission.

In Singapore, Foreign Minister Sushil Dhanabalan said Mr. Herzog's visit to Singapore would go ahead as planned. "There is no change. We will not let him according to schedule," Mr. Dhanabalan said.

Earlier Friday, Mr. Herzog canceled his plan to visit the Philippines on Sunday and Monday, to avoid adding to tensions in the Philippines.

The demonstrators, from the Fundamentalist Parti Islam Se-Malaysia, beat Prime Minister Mahatir bin Mohamad and his moderate United Malays National Organization for being unable to stop Mr. Herzog's visit to Singapore.

Mr. Mahatir has said that to protest the visit would amount to interfering in Singapore's internal affairs.

In Singapore, the Israeli Embassy said there was no change in Mr. Herzog's plan to visit Nov. 18 to 20. Western sources have said that Mr. Herzog's tour was designed to solidify international support for Israel in the Asia-Pacific region.

Taiwan Group Denied Entry In 'Homeland'

United Press International

TAIPEI — About 100 opposition members clashing with police at Chiang Kai-shek International Airport near Taipei when four Taiwanese dissidents, all holding U.S. passports, were denied entry to Taiwan because they did not have visas, the police said.

They showed anti-government slogans and cursed the policemen who cordoned them off inside the restricted transit lounge for nine hours before they left late in the afternoon.

The police said that despite the claims made by the opposition members, most of whom belong to the newly formed Democratic Progressive Party, there were no injuries or arrests.

They said that the four American Taiwanese, known as militant members of the Taiwan Independence Movement in the United States, arrived from Los Angeles on Thursday aboard a Singapore Airlines flight and refused to land without a visa.

The police said that three more dissidents, also U.S. citizens but with visas, arrived aboard the same plane and joined their traveling companions in shouting "We are Taiwanese and we have the right to return to our homeland."

They also decided to leave four hours after arriving.

Six of the newly arrived dissidents went to Tokyo and one to Singapore, promising to return again, the authorities said. Their identities were not disclosed.



By Bob McCabe

How stands the Statue of Liberty, her first century now just completed? So far, so good. As William Shakespeare wrote about another symbol of womanhood, "Age cannot wither her, nor custom stale her infinite variety." She is most

brilliantly one more at the entrance to New York harbor, and her centennial has set off some spectacular celebrations, including New York's July extravaganza.

But that transatlantic barge was in fact premature. The precise date of the dedication of the statue to the city of New York was Oct. 28, 1886. And it was on that day a century later that Paris offered its own tributes. There was a solemn Te Deum of Thanksgiving for the gift of Liberty in the church of St. Louis des Invalides, as well as the opening festivities (including a dinner hosted by Louis Vuitton) at the Museum of Decorative Arts.

Though the statue's centennial has been reached, this newspaper's is still in the making. Readers of this column know that next October we will mark our 100th anniversary. As part of our celebration, as well as to honor the warm relations between the Trib and France, the IHT is leading a drive for funds to present a full-size replica of the Flame of Liberty to the city of Paris.

The Flame, an exact copy of that held aloft in New York, is being made by Les Metaliers Champenois, the Reims craftsmen who recently fashioned the New York version. The Trib campaign — and the centennial celebration too — was launched last month, at a reception at the U.S. Embassy residence in Paris.

This campaign echoes three similar drives a century ago. One was the contribution of more than 100,000 French citizens to the original Statue of Liberty in Paris, where it still stands on the Ile de Cygne. The third was the campaign led by Joseph Pulitzer, publisher of the New York World, to raise funds for the pedestal in New York harbor on which the statue stands today.

Pulitzer's effort picked up, in 1885, where an earlier one had left off short. Another \$100,000 was needed to build the pedestal's final 15 feet. An immigrant himself, Pulitzer drew on his own resources to create the world, the relationship dates back to well before the American and French Revolutions. And it surely has stood the test of time. France, in fact, is the only major nation that has stood beside the United States in every major international conflict in its history.

Flame of Liberty Burns Brightly During This Year of Centennials



Joe Rodgers, U.S. Ambassador to France, holds up a scale model of the Statue of Liberty flame at a reception launching the Paris Liberty Flame Appeal. On the Ambassador's right are two members of the Metalliers Champenois.

next New York publisher, James Gordon Bennett Jr., was moving his personal base of operations to Paris, and planning a new English-language newspaper to serve the burgeoning American and international community there. Like the Statue of Liberty, his Paris Herald (now the Paris International Herald Tribune) was one of the fruits of an extraordinary moment in the history of Franco-American friendship.

And throughout its long life, this newspaper has drawn continuous strength from that same sense of rapport. It seems more than appropriate that for today's IHT to take a leading role in contributing the new Flame of Liberty monument to the people of France.

The Flame campaign is off to a splendid start. The Franco-American Liberty Fund reports that more than 100 contributions have so far offered a total of more than \$50,000, some 12 percent of the goal. Gifts to the fund can be sent to the IHT and will be tax deductible in both France and the United States.

The theme of Franco-American friendship was central to the Oct. 28 Te Deum at Les Invalides, organized as it was by French and American clergymen. Built in part on a common interest in new ideas about liberty which were then beginning to excite the world, the relationship dates back to well before the American and French Revolutions. And it surely has stood the test of time. France, in fact, is the only major nation that has stood beside the United States in every major international conflict in its history.

The Paris Statue of Liberty exhibition — much of which was displayed at the New York Public Library earlier this year — also testifies to the quality of that relationship. It's well worth a visit: Visitors find themselves taking a fresh and wondering look at what may have seemed almost painfully familiar. With its mini-replicas of similar monuments, fascinating documentation on the superb engineering required to build the statue, the response of the exhibition is quite simply a treat. And lowering above it all is a one-quarter size model of the new Liberty Flame.

Above all, the exhibit gives a fresh sense of what the statue has meant to those who have encountered her down through the centuries. The exiled Martin Gorki, exiled into New York harbor in 1935, thought that her torch "seems about to burst with a bright flame, driving away the gray smoke and bathing all around in friendliness and joyous light." And he quoted a Polish girl who asked softly: "Who's that," starting in wonder at the statue. The response from someone nearby: "The American god."

No, not a god. But certainly a stunning symbol of friendship between two great nations, and of their common devotion to an idea still cherished around the world.

This is the second in a series of columns that will appear throughout our Centennial year.

Defiant Mayor Removed A 2d Time, Imperiling Belgium's Coalition

By Peter Maass
International Herald Tribune
BRUSSELS — Belgium's government was thrown into jeopardy again Friday after a French-speaking mayor in a Dutch-speaking province was removed from office for the second time in two months because he refused to speak Dutch.

The move, which had been expected, exacerbated a long linguistic dispute that now threatens the four-party, center-right coalition led by Prime Minister Wilfried Martens. It followed a threat by Defense Minister François-Xavier De Doncker this week to resign, and coincided with a drop in public support for Mr. Martens.

The crisis flared again Friday when the governor of Limburg Province decided to temporarily remove from office Jos Happort, acting mayor of the Fournons.

On Sept. 30, Mr. Happort, then mayor of the Fournons, was ordered out of office by a court, but he eventually retained his powers by being elected acting mayor.

The Fournons is a cluster of villages that straddle the border between this country's linguistic com-

munities. Mr. Happort wants the Fournons, which were assigned in 1963 to the Dutch-speaking Limburg Province, to be transferred back to the adjacent French-speaking province, which is French-speaking. About two-thirds of the residents of the Fournons are French-speakers.

The language crisis in the Fournons has brought down two governments in the past two decades and forced Mr. Martens to offer his government's resignation a few weeks ago. A truce was arranged, but analysts said it appears to be in jeopardy after the removal of the mayor Friday.

The government, which had expected the Limburg governor to act against Mr. Happort, moved swiftly to contain the damage. A special commissioner was named by the bilingual coalition to assess the problems in the Fournons.

By naming a commissioner, the government is mainly seeking a continuation of the fragile truce, analysts said. "The philosophy of the Martens government is to buy time," commented Christian Leclercq, spokesman of the French-



Jos Happort

speaking branch of the Social Christian Party, a coalition partner. It was not clear, however, whether the government's strategy would succeed. Mr. Happort called an emergency meeting of the Fournons council for Saturday, and said the council would reappoint him as acting mayor. It is not certain whether this would legally allow Mr. Happort to return to official duties.

The government's handling of the Fournons issue apparently has disappointed many Belgians. An opinion poll published Friday by De Persgroep, a Dutch-language newspaper, showed the government's popularity dropping to 45.2 percent from 50.2 percent last month.

The shipping sources said the attack on Friday, like the previous raid, probably had been carried out by French-made Dassault-Breguet F-1 Mirage jets which had been based in the Gulf since they believed Iraq had modified some of its Soviet-built An-124 transport planes for in-flight refueling.

A statement issued by the Islamic Revolutionary Guards in Tehran said the attack on Baghdad had been aimed at the Iraqi Defense Ministry in response to Iraqi attacks on American, British, and French ships in the Persian Gulf. Reports driving past the Defense Ministry building in Baghdad

Iraq Said to Hit Oil Rig; Fire Slows Rescue Effort For Iran's 250 Workers

Baghdad early Friday. An Iraqi missile wrecked a platform on which 250 Iranian workers were trapped, the dead, two adults and five children, were from the same family.

The spokesman said the missile had demolished four houses and damaged four others.

The Suez platform had living quarters and a helicopter pad from which Iran had launched attacks on merchant vessels in its six-year conflict with Iraq.

Suez, a producing oil field 400 miles (650 kilometers) from Iraq, is 75 miles off the Iranian coast and about 85 miles northwest of Abu Dhabi in the United Arab Emirates.

It was the third long-distance Iraqi air strike against Iran oil targets in three months. In mid-August, Iraq jets crippled a makeshift terminal off Sri Lanka in the southern Gulf.

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President Khamenei of Iran delivering his address Friday.

IRAN: Reagan Denies Hostage Deal

(Continued from Page 1)
return of nearly \$500 million to the Tehran government.

"We did not, repeat, did not agree to any deal," Mr. Reagan said. "We did not agree to any deal."

Mr. Reagan also questioned statements by Mr. Reagan that the secret initiative had been aimed at ending the Gulf war and eliminating Iranian nuclear weapons. He said the United States had investigated Iraq to attack Iran and now wanted to impose peace on Iran when it was "just a step from final victory."

Shuts Role Played Down

A spokesman for Secretary of State George P. Shultz said Friday that Mr. Shultz was "not directly involved" in the secret contacts with Iran and was only "sporadically informed of some details."

The spokesman, Charles E. Redman, declined comment on whether Mr. Shultz had been involved in or known about the arms shipments.

Timing of Shipments to Iran of Hostage Releases

In the left-hand column are dates on which three reported shipments of American military equipment to Iran are said to have been made. The right-hand dates are on which American hostages have been taken and released in Beirut.

Sept. 14, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Sept. 15, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Sept. 16, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Sept. 17, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Sept. 18, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Sept. 19, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Sept. 20, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Sept. 21, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Sept. 22, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Sept. 23, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Sept. 24, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Sept. 25, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Sept. 26, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Sept. 27, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Sept. 28, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Sept. 29, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Sept. 30, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 1, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 2, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 3, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 4, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 5, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 6, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 7, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 8, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 9, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 10, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 11, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 12, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 13, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 14, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 15, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 16, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 17, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 18, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 19, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 20, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 21, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 22, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 23, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

Oct. 24, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released. Oct. 25, 1986: U.S. military equipment, including a C-130 Hercules transport plane, is shipped to Iran. In Beirut, 10 hostages are released.

RHINE: Swiss Chemical Spills May Harm Ecological Balance for Decade

(Continued from Page 1)
planned a series of protests to highlight damage caused by the spill.

A West German group, the Union for the Environment and Protection of Nature, called for demonstrations at several Rhine

\$3 Million Goes Aflame In Detroit Armored Car

(Continued from Page 1)
DETROIT — An armored car tipped over on a freeway and burst into flames here Friday, destroying most of the \$3 million aboard the police said. The driver and two guards were slightly injured.

The accident caused a rush-hour traffic jam as people swarmed to the scene in search of stray bills.

LOW COST FLIGHTS

ACCESS VOYAGES

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San Francisco \$199
Los Angeles \$199
Chicago \$199
Boston \$199
Miami \$199
Dallas \$199
Houston \$199
Phoenix \$199
Portland \$199
Seattle \$199
Denver \$199
San Diego \$199
Las Vegas \$199
Nashville \$199
New Orleans \$199
Orlando \$199
Tampa \$199
Fort Lauderdale \$199
Jacksonville \$199
Fort Myers \$199
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Tustin \$199
Santa Ana \$199
Newport Beach \$199
Laguna Beach \$199
Laguna Hills \$199
Laguna Niguel \$199
Laguna Woods \$199
Laguna Vista \$199
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EXCEPTIONAL RATES

New York \$129
San Francisco \$149
Los Angeles \$149
Chicago \$149
Boston \$149
Miami \$149
Dallas \$149
Houston \$149
Phoenix \$149
Portland \$149
Seattle \$149
Denver \$149
San Diego \$149
Las Vegas \$149
Nashville \$149
New Orleans \$149
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Laguna Woods \$149
Laguna Vista \$149

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HOTELS

SWITZERLAND

GENEVA

RESORTS OF FRANCE

4 star, 5 star, 6 star, 7 star, 8 star, 9 star, 10 star

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INTERNATIONAL CLASSIFIED

(Continued From Back Page)

HOLIDAYS & TRAVEL

PORTUGAL

7 DAYS INCLUSIVE TOURS FROM LONDON TO

FROM MILAN TO

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International Herald Tribune

CRITICS' CHOICE

AMSTERDAM

Zemlin's Review

The renaissance of the music of the Austrian composer Alexander von Zemlin (1872-1940) continues with a revival of his 1933 opera, "The Kiss of the Chalk Circle," by the Netherlands Opera on Thursday in the newly opened Musiktheater. The work is based on an adaptation of a Chinese musical play by the German Expressionist playwright Klaus Mann (the same source used by Brecht for "The Caucasian Chalk Circle"). The production is that mounted by the Hamburg State Opera in 1983, staged, designed and adapted by Herbert Wernicke. Stefan Soltesz conducts the production, in German, with the Residente Orchestra. Later performances are Nov. 22, 23, 27, 30 and Dec. 1.

LONDON

Lion Rugs and Analogs

Decorative arts from Iran and Portugal are the focus of two exhibitions at the Barbican Center. More than 60 rugs with a lion motif, woven by domestic tribeswomen in the Fars region of southern Iran, reflect both the reality of Fars wildlife and an important symbol in Iranian culture. Though the patterns are hundreds of years old, the rugs on display through Jan. 4 date mostly from this century and the last. "Analogs: The Stunning Heritage of Portugal" comprises 51 panels of glazed tiles, the longest such show ever seen outside Portugal. Until Jan. 11.

Covent Garden Debut

The American soprano Ashley Putnam will make her Covent Garden debut Monday in the title role of the Royal Opera's new production of Janáček's "Jenufa," in place of the originally announced Gabriela Beneditov. Yuri Lyubimov is the stage director. Bernard Haitink, the company's music director-designate, conducts, and sets and costumes are by Paul Brown and Clara Mitchell. Other principal roles are sung by Renée Fleming, Emily Langridge and Neil Rosenblatt. Further performances are Nov. 20, 23, 28, Dec. 3 and 6. The work is being sung in Czech with English surtitles.

PARIS

Le Mois de la Photo

This year's festival, comprising more than 90 exhibitions and 200 photographs, includes retrospectives of the Mexican photographer Manuel Alvarez Bravo (whose self-portrait, above, is one of 200 of his images displayed from the 1920 to the present) and Irving Penn, both at the Musée d'Art Moderne de la Ville de Paris through Dec. 8; and Eva Rubinstein at l'Espace Caennan, through Nov. 29. "Writers Seen by Robert Doisneau" features 60 photographs of French writers taken between 1943 and 1986, among them portraits of Colette, Jacques Prévert, Paul Eluard and Raymond Queneau. Maison de Balzac, through Dec. 30. Charles Hachette's photographs of Yve Saint-Laud are on view at the Galerie Collet until Nov. 29. The Magnum agency is displaying works by its photographers from Latin America, also until Nov. 29.

BRUSSELS

Renovated Monnaie Opera

After an extensive renovation, the Théâtre de la Monnaie has reopened with a new production of Richard Strauss' "Der Rosenkavalier," conducted by Richard Strauss and staged by Gilbert Deflo, with sets and costumes by Carlo Tosi. The principal roles are sung by Felicity Lott, Götmar Mitzner, Doris Söffel, Götmar Reich and Christine Barbaux. Remaining performances are Nov. 16, 19, 21, 23, 26 and 29.

WASHINGTON

Drawings From Bruegel's Age

"The Age of Bruegel: Netherlands Drawings of the 16th Century" at the National Gallery of Art through Jan. 18, is a dense, informative exhibition. The art of Pieter Bruegel the Elder straddled so many intellectual and stylistic currents that to call the age his is no exaggeration. Even so, Bruegel did not dominate his place and time, nor, despite the presence of eight superb drawings from his hand, does he dominate this show. There are significant drawings by most of the extraordinary Netherlandish craftsmen of the period. The parade begins early in the century with Lucas van Leyden and Jan Gossart and ends at the century turns with Hendrick Goltzius and Jacques de Gheyn 2d. (WT)

Goya in Painting and Song

Also at the National Gallery, through Jan. 4, is an exhibition of paintings by Goya from Spanish private collections and from the gallery, which holds the largest collection of Goya in the United States, including the 1783 "Condesa de Chinchón." Opening Sunday, the exhibition coincides with the world premiere, at the Kennedy Center, of Gian Carlo Menotti's opera "Goya," with Plácido Domingo.

Contemporary Art Soars In New York

The label syndrome now applies to contemporary art, underlining its unqualified acceptance by the art market establishment.

NEW YORK — Contemporary art has finally succeeded in being accepted into the inner circle of respectable investment, on a par with the Impressionists, Modern Masters and other long-recognized categories. The week in which Sotheby's sold \$21.9 million worth of contemporary pictures and some three-dimensional pieces, and Christie's \$13.5 million, will be remembered as a turning point in art market history.

The pictures that focused attention on Sotheby's sale Monday and Tuesday came from one of the most famous collections of contemporary art in the United States. It was formed by Robert C. Scull and his wife, Ethel Rindler Scull, while the New York school was developing from the late 1950s through the late 1960s. In October 1973, it already made history when Robert Scull consigned 50 works for sale at Sotheby's. The auction room had never been tested with such a large amount of contemporary art, whose market had

SOURN MELIKIAN

been very narrow until then. The total sold — \$2.25 million, the highest ever in this category — was a sensation. So were the record prices paid for works by Jasper Johns, Andy Warhol, Willem de Kooning, Robert Rauschenberg.

This, however, did not quite signal "the birth of the international market for contemporary art," as Thomas Espino, a close friend and trustee of Robert Scull's estate, contends in the catalog. The first Scull sale was followed by the severe art market slump of 1974-75. Only a small amount of contemporary art came up at auction in the next few years. It was widely seen as a freak, at best as a gamble, definitely not as a gilt-edged security. What makes this week's sales different is the huge scale on which buyers who were not all fans or specialists were willing to commit themselves. Last year in New York, high prices for contemporary art were seen as a wonderful test that might not be easily repeated. This year it was taken by the art professionals — auction house experts, dealers, collectors — as a healthy but natural phenomenon.

The most telling indication of a major change in the perception of contemporary art is provided by the criteria that determined the price premiums. They were the same as those that apply to the most conventional fields — Old Masters, or top French furniture. Buyers looked for well-known signatures. They displayed a marked bias toward pictures that had been shown in glamorous museum exhibitions and illustrated in glossy monographs. In short, the label syndrome now applies fully to contemporary art, underlining its unqualified acceptance by the art market establishment.

On Monday, the focus was on Jasper Johns. Scull was among the first to concern himself with Johns' work, not only as a dealer, but as an artist. He had a section in his catalog preface, but at one of the three bidders of the Green Gallery, Scull did not exactly "make his living as an artist" as we see in the catalog, but he was a shrewd businessman recognizing Scull's Angles, the taxidermy company created by his father-in-law. He liked to get in where he wanted before everybody else, and he was not the only one. A genius for knowing exactly what people would be wanting later. He certainly nabbed a number of star pieces.

"Out the Window," included in Monday's sale as part of the works consigned by Ethel Scull, who was divorced from Robert in 1974, is an epoch-making work painted by Johns after he had sold his first one-man exhibition at Leo Castelli's. The show had been a sell-out, largely thanks to Rauschenberg, who had been painting the whole New York art scene. "Out the Window" is one of the most important works of Modern Art in New York acquired three paintings and Time magazine echoed the Johns impact on the New York art scene. "Out the Window" is one of the first pictures in which Johns, still influenced by the brushwork of Expressionist Abstractionism, used a



Francis Bacon: "Seated Figure 1978." Sold by Christie's for \$935,000.

mixture of hot wax and pigment called encaustic, which dries almost instantly, fixing color strokes without allowing them to run and blend. To the minimalist, the composition in yellow, red and blue comes deceptively close to painting boards used by young boys learning to wield the brush and happily splashing wallop of paint. The impression seems to have been shared by the artist's sister, who remarked that she could find no meaning in it and thought it looked like what she saw out of his studio window — the empty wall of a parking lot. Hence the title, outlined by Johns, with its punning meaning as "bizarre, avant-garde." Nowadays, titles matter as much as substance, of which there is no little. This one helped.

The picture, 54 1/2 by 40 1/2 inches (138 by 102 centimeters), has been tirelessly displayed in museum exhibitions since 1964 and illustrated in the most important monographs dealing with Johns. In short, it has been turned into a historical monument on the contemporary art scene. The reward is the stunning \$5.63 million paid. As John Martin's hammer went down, the house broke into applause.

The pattern followed by the "early" works of famous artists much exhibited and publicized remained comparable throughout the week's sales, even when not on the same financial level. Also on Monday, for example, an object made in 1967 by Bruce Nauman set a record for the artist at six times Sotheby's high estimate. As far as artistic invention is concerned, it is no more than an exercise in Dada art half a century later. A man's arms, crossed, are realistically modeled in plaster coated with brown wax. They hang from a twisted rope. The thing, exhibited at the Guggenheim museum last year, illustrated in the catalog and reproduced in Sam Hunter and John Jacobus's "The Museum of the 20th Century," rose to \$220,000. And again there was applause. Similarly, Ellsworth Kelly's \$242,000 composition of an almond green blob on white hovering over a blue band was helped by its extended loan to the Kimbell Museum in Fort Worth. That is also a record price for the artist.

On Tuesday at Sotheby's it was James Rosenquist's turn to make art market history. "F-111" is a huge pop fresco, 10 by 86 feet, inspired by a visit to a Texas amusement park, where the artist saw one of the ill-fated bombers displayed on the grass. It remained unsold in Leo Castelli's 1963 exhibition until the last day, when it was bought by Robert Scull after Rosenquist and Castelli had already decided they might have to break it up to sell piecemeal. "F-111" has since then loomed large in major museum exhibitions. It appeared in the two Rosenquist retrospectives at the Whitney Museum of American Art in 1972 and 1976 and is now on view at the National Museum of American Art in Washington, through Jan. 11 (Sotheby's nonchalantly mentioned that it would not be on the premises for that reason). The fresco, often illustrated in art books and praised to high heaven by Time magazine last summer, could not do less than set a record for Rosenquist at \$2,090,000 — a hundred times or so the price Scull paid for it.

The pace did not slow at Christie's on Wednesday when contemporary art from the Ted Ashely collection came up. Most telling, perhaps, although far from being the highest figure, is the \$638,000 paid for small drawing by de Kooning (13 1/2 by 10 1/2 inches). This sketch, done in 1951-52 as a study for "Woman 1," much exhibited and often published in art books and catalogs, made a price comparable with those of some of the greatest Old Master drawings in the collections since July 1984.

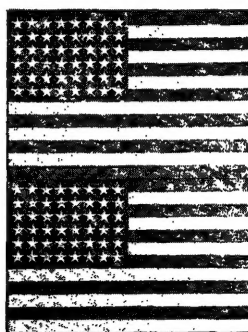
The second highest price ever for Andy Warhol was paid for "Campbell's Soup Can with Can Opener," which went up to \$264,000. The provenance (the collection of Burton and Emily Timmons, of Menlo Park, Calif.) and the frequent appearances in important exhibitions, and the fact that it is reproduced in the two monographs on Warhol, made it a sell-off. In a highly significant footnote, Merle Baer of Christie's noted that it was "no" included in the forthcoming catalogue raisonné of the artist's work being prepared by Thomas Ammann. Such remarks have been re-



Roy Lichtenstein's "Blag."



Record Warhol: fetched \$264,000.



Jasper Johns: "Two Flags."

served until now for Impressionist or 20th-century masters — not living artists. The world-record price paid for Roy Lichtenstein's "Blag," an oversize comic-strip-style illustration, and the phenomenal \$935,000 given for Francis Bacon's "Seated Figure," within minutes of one another, show by the work's stylistic diversity that prices were linked not to aesthetic trends but to abstract notions concerning the artist's "importance," judged essentially by publicity.

The case of the Bacon is interesting. It was painted in 1978, long after the period sought after by contemporary art fans, and it sold for 25 percent more than the price it would probably receive in the New York trade — say, at Marlborough. This emphasizes the role now played in the contemporary art market by outsiders, unconcerned by period considerations. Contemporary art has dramatically broadened its constituency. It is solidly established on an equal footing with the other major categories. And New York is far and away the undisputed auction heavyweight in this area.

The Classic Discipline of the Prix de Rome

by Charlotte Mosley

PARIS — In a scholarly exhibition, the Ecole Nationale Supérieure des Beaux-Arts has grouped the paintings awarded the Prix de Rome from 1797, when the prize was reinstated after the Revolution, to 1863, when the teaching system at the Ecole des Beaux-Arts was reformed. The paintings in this show are all exactly the same size, depict similar subjects and are the first important works of men whose average age was 25, the majority of whom came from the workshops of David, Jean-Baptiste Regnier, Antoine-Jean Gros and Girodet. The coveted prize, which brought a student five years of free study in Rome, was awarded annually for a painting on a theme drawn from antiquity or the Bible. (Although the Prix de Rome is such, it was ended in 1968 when André Malraux was culture minister, some Beaux-Arts students are still sent to Rome for a year's study.)

Students of the period can spend profitable hours tracing the influence of earlier and contemporary masterpieces on the young artists. For example, the winners of the first, second and third prizes in 1797 all drew inspiration from the readings of "The Descent of Man" by Voltaire. "The Descent of Man" by Voltaire, the top three paintings for this particular year are shown; it would have been interesting to see the second- and third-place winners. Certainly in 1797 the best painting is by Pierre-Narcisse Guérin, but he was



"Achilles Receiving the Ambassadors of Agamemnon," by Ingres.

sketching his compositions. A tracing was made and left with the artist, while the sketches were put under lock and key. The final painting could not diverge significantly from the sketch, so there was a whole art involved in making the sketch impressive enough to allow for some changes but not so vague that the final painting might be eliminated. The candidates then spent 72 days in their cubicles, working every day except Sundays and holidays. Female models were not allowed into the hall; if the subject matter absolutely required a female figure, sketches could be taken in on condition they were of naked models

and on a different scale from the painting. At the end of this marathon, the paintings, together with the preliminary sketches, were hung at the statutory height of 1.5 meters to be viewed by the public, the press and the jury. The winner who emerged from this long ordeal found himself on the way to fame and success, in his lifetime at least. The Prix de Rome seems to have been remarkable for its omissions: Géricault, for instance, entered but was passed over. The only great painter to be awarded the prize during the period covered by the exhibition was Ingres, in 1801, for a sublime "Achilles receiving Agamemnon."

non's Ambassadors," painted when the artist was 21. For the rest, there are some fine paintings by Ernest Hébert, Isidore Pils, Paul Baudry and William-Adolphe Bouguereau.

Academic art of the period is characterized by architectural rigor and severity of form: the mass of stiff figures on view is somewhat reminiscent of Maxime Tassard's waxworks. The high moral tone adopted in the pictures never allows one to forget that the first half of the 19th century was the most high-minded in French history. These principles were inculcated at the Beaux-Arts.

On admission, pupils had to present a certificate of good conduct and morals. Life models for the "Expressive Head" competition had to conform to the following specifications: "Care should be taken to avoid the choice falling on women of loose morals, nor should old beggars be used or any others whose grossness of outward habits and facial expressions would render them incompatible with the study of beautiful forms that is an inseparable part of the competition."

The Beaux-Arts and its system of competitions seem to have been successful at turning painters of mediocre talent into competent artists who could execute perfectly any number of decorative ceilings and imperial or royal commissions. "Les Prix de Rome 1797-1863," Ecole Nationale Supérieure des Beaux-Arts, 11 quai Malakoff, through Dec. 14.

Charlotte Mosley has recently edited a collection of Nancy Mitford's journalism.

Scotland's Enlightenment

Tough act to follow.



THE BELLE EPOQUE

IN THE PARIS HERALD

by Hebe Dorsey
*Eye-witness accounts of a
shimmering era and its beautiful
people—dazzling scandals—and crazy
crazes—including the horseless
carriage and flying machine!*

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INTERNATIONAL HERALD TRIBUNE
CENTENNIAL 1857-1957

NYSE Most Actives					
Symbol	Vol.	High	Low	Last	Chg.
IBM	1,700,000	170.00	169.00	169.00	-1.00
AT&T	1,200,000	120.00	119.00	119.00	-1.00
GE	1,100,000	110.00	109.00	109.00	-1.00
Merck	1,000,000	100.00	99.00	99.00	-1.00
Johnson & Johnson	900,000	90.00	89.00	89.00	-1.00
Amgen	800,000	80.00	79.00	79.00	-1.00
Boeing	700,000	70.00	69.00	69.00	-1.00
McDonald's	600,000	60.00	59.00	59.00	-1.00
Wendy's	500,000	50.00	49.00	49.00	-1.00
Wendy's	400,000	40.00	39.00	39.00	-1.00

Market Sales					
NYSE	Vol.	High	Low	Last	Chg.
NYSE	1,700,000	170.00	169.00	169.00	-1.00
NYSE	1,200,000	120.00	119.00	119.00	-1.00
NYSE	1,100,000	110.00	109.00	109.00	-1.00
NYSE	1,000,000	100.00	99.00	99.00	-1.00
NYSE	900,000	90.00	89.00	89.00	-1.00
NYSE	800,000	80.00	79.00	79.00	-1.00
NYSE	700,000	70.00	69.00	69.00	-1.00
NYSE	600,000	60.00	59.00	59.00	-1.00
NYSE	500,000	50.00	49.00	49.00	-1.00

NYSE Index					
Symbol	Vol.	High	Low	Last	Chg.
NYSE	1,700,000	170.00	169.00	169.00	-1.00
NYSE	1,200,000	120.00	119.00	119.00	-1.00
NYSE	1,100,000	110.00	109.00	109.00	-1.00
NYSE	1,000,000	100.00	99.00	99.00	-1.00
NYSE	900,000	90.00	89.00	89.00	-1.00
NYSE	800,000	80.00	79.00	79.00	-1.00
NYSE	700,000	70.00	69.00	69.00	-1.00
NYSE	600,000	60.00	59.00	59.00	-1.00
NYSE	500,000	50.00	49.00	49.00	-1.00

Friday's NYSE Closing					
Symbol	Vol.	High	Low	Last	Chg.
NYSE	1,700,000	170.00	169.00	169.00	-1.00
NYSE	1,200,000	120.00	119.00	119.00	-1.00
NYSE	1,100,000	110.00	109.00	109.00	-1.00
NYSE	1,000,000	100.00	99.00	99.00	-1.00
NYSE	900,000	90.00	89.00	89.00	-1.00
NYSE	800,000	80.00	79.00	79.00	-1.00
NYSE	700,000	70.00	69.00	69.00	-1.00
NYSE	600,000	60.00	59.00	59.00	-1.00
NYSE	500,000	50.00	49.00	49.00	-1.00

AMEX Diary					
Symbol	Vol.	High	Low	Last	Chg.
AMEX	1,700,000	170.00	169.00	169.00	-1.00
AMEX	1,200,000	120.00	119.00	119.00	-1.00
AMEX	1,100,000	110.00	109.00	109.00	-1.00
AMEX	1,000,000	100.00	99.00	99.00	-1.00
AMEX	900,000	90.00	89.00	89.00	-1.00
AMEX	800,000	80.00	79.00	79.00	-1.00
AMEX	700,000	70.00	69.00	69.00	-1.00
AMEX	600,000	60.00	59.00	59.00	-1.00
AMEX	500,000	50.00	49.00	49.00	-1.00

NASDAQ Index					
Symbol	Vol.	High	Low	Last	Chg.
NASDAQ	1,700,000	170.00	169.00	169.00	-1.00
NASDAQ	1,200,000	120.00	119.00	119.00	-1.00
NASDAQ	1,100,000	110.00	109.00	109.00	-1.00
NASDAQ	1,000,000	100.00	99.00	99.00	-1.00
NASDAQ	900,000	90.00	89.00	89.00	-1.00
NASDAQ	800,000	80.00	79.00	79.00	-1.00
NASDAQ	700,000	70.00	69.00	69.00	-1.00
NASDAQ	600,000	60.00	59.00	59.00	-1.00
NASDAQ	500,000	50.00	49.00	49.00	-1.00

AMEX Most Actives					
Symbol	Vol.	High	Low	Last	Chg.
AMEX	1,700,000	170.00	169.00	169.00	-1.00
AMEX	1,200,000	120.00	119.00	119.00	-1.00
AMEX	1,100,000	110.00	109.00	109.00	-1.00
AMEX	1,000,000	100.00	99.00	99.00	-1.00
AMEX	900,000	90.00	89.00	89.00	-1.00
AMEX	800,000	80.00	79.00	79.00	-1.00
AMEX	700,000	70.00	69.00	69.00	-1.00
AMEX	600,000	60.00	59.00	59.00	-1.00
AMEX	500,000	50.00	49.00	49.00	-1.00

Dow Jones Bond Averages					
Symbol	Vol.	High	Low	Last	Chg.
DJB	1,700,000	170.00	169.00	169.00	-1.00
DJB	1,200,000	120.00	119.00	119.00	-1.00
DJB	1,100,000	110.00	109.00	109.00	-1.00
DJB	1,000,000	100.00	99.00	99.00	-1.00
DJB	900,000	90.00	89.00	89.00	-1.00
DJB	800,000	80.00	79.00	79.00	-1.00
DJB	700,000	70.00	69.00	69.00	-1.00
DJB	600,000	60.00	59.00	59.00	-1.00
DJB	500,000	50.00	49.00	49.00	-1.00

NYSE Diary					
Symbol	Vol.	High	Low	Last	Chg.
NYSE	1,700,000	170.00	169.00	169.00	-1.00
NYSE	1,200,000	120.00	119.00	119.00	-1.00
NYSE	1,100,000	110.00	109.00	109.00	-1.00
NYSE	1,000,000	100.00	99.00	99.00	-1.00
NYSE	900,000	90.00	89.00	89.00	-1.00
NYSE	800,000	80.00	79.00	79.00	-1.00
NYSE	700,000	70.00	69.00	69.00	-1.00
NYSE	600,000	60.00	59.00	59.00	-1.00
NYSE	500,000	50.00	49.00	49.00	-1.00

Odd-Lot Trading in N.Y.					
Symbol	Vol.	High	Low	Last	Chg.
NYSE	1,700,000	170.00	169.00	169.00	-1.00
NYSE	1,200,000	120.00	119.00	119.00	-1.00
NYSE	1,100,000	110.00	109.00	109.00	-1.00
NYSE	1,000,000	100.00	99.00	99.00	-1.00
NYSE	900,000	90.00	89.00	89.00	-1.00
NYSE	800,000	80.00	79.00	79.00	-1.00
NYSE	700,000	70.00	69.00	69.00	-1.00
NYSE	600,000	60.00	59.00	59.00	-1.00
NYSE	500,000	50.00	49.00	49.00	-1.00

Dow Jones Averages					
Symbol	Vol.	High	Low	Last	Chg.
DJB	1,700,000	170.00	169.00	169.00	-1.00
DJB	1,200,000	120.00	119.00	119.00	-1.00
DJB	1,100,000	110.00	109.00	109.00	-1.00
DJB	1,000,000	100.00	99.00	99.00	-1.00
DJB	900,000	90.00	89.00	89.00	-1.00
DJB	800,000	80.00	79.00	79.00	-1.00
DJB	700,000	70.00	69.00	69.00	-1.00
DJB	600,000	60.00	59.00	59.00	-1.00
DJB	500,000	50.00	49.00	49.00	-1.00

Standard & Poor's Index					
Symbol	Vol.	High	Low	Last	Chg.
S&P	1,700,000	170.00	169.00	169.00	-1.00
S&P	1,200,000	120.00	119.00	119.00	-1.00
S&P	1,100,000	110.00	109.00	109.00	-1.00
S&P	1,000,000	100.00	99.00	99.00	-1.00
S&P	900,000	90.00	89.00	89.00	-1.00
S&P	800,000	80.00	79.00	79.00	-1.00
S&P	700,000	70.00	69.00	69.00	-1.00
S&P	600,000	60.00	59.00	59.00	-1.00
S&P	500,000	50.00	49.00	49.00	-1.00

NASDAQ Diary					
Symbol	Vol.	High	Low	Last	Chg.
NASDAQ	1,700,000	170.00	169.00	169.00	-1.00
NASDAQ	1,200,000	120.00	119.00	119.00	-1.00
NASDAQ	1,100,000	110.00	109.00	109.00	-1.00
NASDAQ	1,000,000	100.00	99.00	99.00	-1.00
NASDAQ	900,000	90.00	89.00	89.00	-1.00
NASDAQ	800,000	80.00	79.00	79.00	-1.00
NASDAQ	700,000	70.00	69.00	69.00	-1.00
NASDAQ	600,000	60.00	59.00	59.00	-1.00
NASDAQ	500,000	50.00	49.00	49.00	-1.00

AMEX Stock Index					
Symbol	Vol.	High	Low	Last	Chg.
AMEX	1,700,000	170.00	169.00	169.00	-1.00
AMEX	1,200,000	120.00	119.00	119.00	-1.00
AMEX	1,100,000	110.00	109.00	109.00	-1.00
AMEX	1,000,000	100.00	99.00	99.00	-1.00
AMEX	900,000	90.00	89.00	89.00	-1.00
AMEX	800,000	80.00	79.00	79.00	-1.00
AMEX	700,000	70.00	69.00	69.00	-1.00
AMEX	600,000	60.00	59.00	59.00	-1.00
AMEX	500,000	50.00	49.00	49.00	-1.00

Tables include the nationwide prices up to the closing on Wall Street and do not reflect late trading elsewhere.

NYSE Rises in Heavy Trading

United Press International

NEW YORK — Prices on the New York Stock Exchange finished higher Friday in heavy trading with investors focusing most of their attention on real and potential takeovers.

The Dow Jones industrial average climbed 11.39 to 1,873.75.

Gainers outnumbered losers, 798-750 among the 1,985 issues traded at 4 P.M. EST.

The New York Stock Exchange composite index rose 0.69 to 140.72. The price of an average share rose 19 cents. Standard & Poor's 500-stock index added 1.46 to 244.50.

Volume totaled 172.06 million shares, up from Thursday's 163.95 million shares.

The market opened lower but quickly turned mixed when blue-chip issues made modest gains. At mid-afternoon, the broad market turned positive and the blue-chip sector extended its advance.

But Hugh Johnson, head of the investment policy committee at First Albany, said that the market remained essentially unexcited.

"The market needs a catalyst to move it in one direction or another, and looking ahead at the next one or two weeks, it's hard to see what that could be," he said.

Mr. Johnson said that the Dow was likely to follow a saw-toothed pattern between 1,840 and 1,900.

Monte Gordon, research director of Dreyfus Corp., said that issues sensitive to economic cycles could not lead the market because the economy was not strong enough to produce much better corporate earnings.

Uncertainty about the course of interest rates meant that interest rate-sensitive stocks could not lead the market either, he said.

The Federal Reserve Board recently noted its concern about growth in money supply and considered the possibility of curbing it by allowing interest rates to rise.

Analysts said that takeovers, which have accounted for much of the market's recent activity, are likely to subside when new tax laws take effect in 1987.

Stocks opened lower after the government said retail sales fell by a record 3 percent in October while producer prices rose 0.3 percent and industrial production was flat. The data, in line with Wall Street's expectations, had little impact.

On the trading floor, Niagara Mohawk Power was the most active NYSE-listed issue, unchanged at 19 1/2.

Gillette followed, jumping 10 1/4 to 66. Revlon Group, which is controlled by investor, Ronald Perleman, launched a \$65-a-share tender offer for Gillette.

Transworld Corp. was third, rising 1/4 to 40. Its board adopted a liquidation plan.

Lockheed climbed 8 1/4 to 55 1/4 amid persistent takeover speculation.

That speculation spread from Lockheed to other defense issues. Johnson Controls rose 1/4 to 67. TRW jumped 4 1/4 to 94 1/4. Lorton gained 4 1/4 to 8 1/4 and General Dynamics rose 2 1/4 to 75 1/4.

Airborne Freight was up 1/4 to 31 1/4. Late Wednesday, it received a \$20-a-share offer from an Australian company.

Symbol	Vol.	High	Low	Last	Chg.
IBM	1,700,000	170.00	169.00	169.00	-1.00
AT&T	1,200,000	120.00	119.00	119.00	-1.00
GE	1,100,000	110.00	109.00	109.00	-1.00
Merck	1,000,000	100.00	99.00	99.00	-1.00
Johnson & Johnson	900,000	90.00	89.00	89.00	-1.00
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Boeing	700,000	70.00	69.00	69.00	-1.00
McDonald's	600,000	60.00	59.00	59.00	-1.00
Wendy's	500,000	50.00	49.00	49.00	-1.00
Wendy's	400,000	40.00	39.00	39.00	-1.00

Symbol	Vol.	High	Low	Last	Chg.
IBM	1,700,000	170.00	169.00	169.00	-1.00
AT&T	1,200,000	120.00			
GE	1,100,000	110.00			
Westinghouse	1,000,000	100.00			
General Electric	900,000	90.00			
Westinghouse Electric	800,000	80.00			
General Electric Co.	700,000	70.00			
Westinghouse Electric Co.	600,000	60.00			
General Electric Co.	500,000	50.00			
Westinghouse Electric Co.	400,000	40.00			
General Electric Co.	300,000	30.00			
Westinghouse Electric Co.	200,000	20.00			
General Electric Co.	100,000	10.00			
Westinghouse Electric Co.	50,000	5.00			
General Electric Co.	25,000	2.50			
Westinghouse Electric Co.	12,500	1.25			
General Electric Co.	6,250	0.625			
Westinghouse Electric Co.	3,125	0.3125			
General Electric Co.	1,562	0.1562			
Westinghouse Electric Co.	781	0.0781			
General Electric Co.	390	0.0390			
Westinghouse Electric Co.	195	0.0195			
General Electric Co.	97	0.0097			
Westinghouse Electric Co.	48	0.0048			
General Electric Co.	24	0.0024			
Westinghouse Electric Co.	12	0.0012			
General Electric Co.	6	0.0006			
Westinghouse Electric Co.	3	0.0003			
General Electric Co.	1	0.0001			
Westinghouse Electric Co.	0	0.0000			

ADVERTISING SECTION

ADVERTISING SECTION

ABU DHABI

THE FEDERAL CAPITAL OF THE U.A.E.

Abu Dhabi, one of the richest members of the United Arab Emirates, is intent on becoming the principal tourist center of the Gulf in the decade ahead. Following its successful hosting of the recent Gulf Co-operation Council summit meeting, it is also hoping to develop conference and incentive tour business.

Of all the new Gulf cities Abu Dhabi is the greenest. The three-mile corniche road sweeping along the sea front from the banking quarter to the Hilton Hotel ADNOC complex at the other end of the bay is lined with trees, green grass lawns and bright flower beds. With the temperature soaring to over 100 degrees F., it is an incredible sight.

Even more remarkable are the approach roads to the city from the new International Airport and Al Ain, the University City 100 miles inland, near the Buraimi oasis. These roads are shaded by thousands of trees and shrubs — each watered by its individual drip feed system.

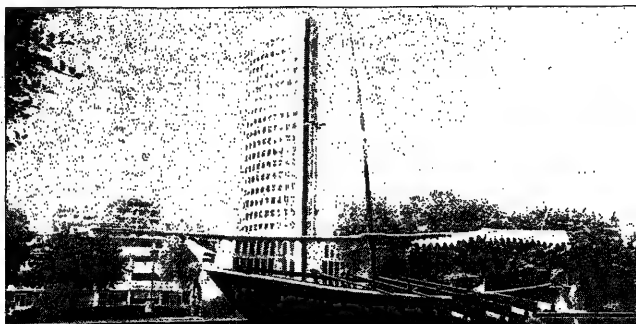
Abu Dhabi is the green emirate where oil money has literally changed the face of the desert so successfully that the ambient temperature has dropped by some three or four degrees. Here water is far more precious than oil. As one citizen remarked: "If the water stops flowing, it will take less than a week for all this greenery to burn up under the desert sun — and we will be back where we started."

In a period of 15 years, it has developed from a tiny fishing village, with a small fort, the Ruler's Palace, a dozen buildings, one hotel, no roads to speak of and a simple airstrip, into one of the most modern and complete cities in the region. Sheikh Zayed Bin Sultan Al-Nahayyan, President of the U.A.E. and Ruler of Abu Dhabi, has spared no expense to make this the greenest city in the Gulf.

The city itself is full of parks with fountains, small streams and waterfalls and an abundance of flowers. In between are the tall office blocks and bank buildings. A dozen or so hotels line the wide streets, with traffic controlled by computers.

A major cleanup campaign and general tidying of the city just prior to the Gulf Co-operation Council (GOC) summit held at the beginning of the month has also added to the completeness of the city.

Oil has been, and to a large extent, still is the one finite resource on which Abu Dhabi's economy is based. Up to 900,000 barrels a day have been pumped out and the income from this has enabled the ruler to "green" the city. But lower world oil prices have brought about a serious reevaluation and consolidation by both the government and private



The new Abu Dhabi Chamber of Commerce and Industry building on the corniche.

sectors. Most describe it as period of readjustment, a return to normalcy.

"There is only a fifth of the activity that was going on here in the late '70s," one leading banker said. Most of that was based on the construction sector.

Much of the low-lying, sandy shoreline was reclaimed for modern buildings. Streets and boulevards were mapped out. A deepwater port was carved out of the sand. An earlier airport, now a government airfield, was developed. Later this was superseded by a magnificent new French-designed International Airport half an hour's drive out of the city. One of the first big road-building achievements was the dual carriageway linking Abu Dhabi with the desert village of Al Ain and the Buraimi Oasis, guarded by their mud-walled forts at the interior border with Oman.

It was not until six years after Abu Dhabi became the capital of the newly formed United Arab Emirates in 1971 that it was linked with the other major city and port, Dubai. It used to take up to 18 hours in a 4 x 4 to make the journey, which can now be done on the superb high-speed freeway in two and a half hours.

Sheikh Zayed has made a special point of safeguarding much of Abu Dhabi's traditional heritage. In particular, the old fort (standing on a site going back to the original stronghold built in 1793 around the only source of sweet water for the island) has been restored to a gleaming white-walled building with round corner towers and castellated walls. Today it houses the national archives.

Abu Dhabi is also very conscious of its Islamic culture. The city is full of mosques, often sandwiched between

towering modern blocks. It is said that many are built on the original sites of mosques which stood on the same spot for hundreds of years.

One of the biggest is the Jame-el-Kabir (grand mosque), built on behalf of the ruler. It normally can accommodate up to 2,000 worshippers but can, if necessary, take 5,000. It is one of the most spectacular mosques in the emirate.

In the mountains at Al Ain there are more ancient remains, going back perhaps 10,000 years. These are the restored circular rock tombs in the Hili gardens, now carefully preserved.

The old and the new go hand in hand in both cities and represent what some leading businessmen feel might be Abu Dhabi's new untapped resource — tourism — as the emirate shapes up to the years ahead.

For all its modern skyscrapers and futuristic buildings, Abu Dhabi today is a city going through yet another major change as it comes to terms with itself. In 18 months the city has seen the price of its oil tumble from a peak of \$30 a barrel to a low of \$9. Now it is hovering around the \$15 mark. As part of the United Arab Emirates (Abu Dhabi is the federal capital) it has also agreed at the latest OPEC meeting in Geneva to cut back its oil production from 1.2 million barrels a day. Abu Dhabi is now producing around 750,000 barrels a day.

The Abu Dhabi National Oil Co. (ADNOC) which, through its various holding companies, explores and exploits oil and gas reserves, has been going through a major rationalization of its activities. By increasing the efficiency of its operations it has brought the cost of producing a barrel of oil down dramatically.

This period of consolidation is common throughout the Gulf. Abu Dhabi, like other oil-producing states, went through a period of unprecedented growth during the 1970s. It was expanding so fast that many did not have time to consider whether everything was being done for the best. At the time, it seemed so. As one expatriate banker with a long experience of the Gulf commented: "This new eco-

(Continued on Next Page)

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Inter-Continental Hotel Abu Dhabi, Tel: Abu Dhabi 363777, Tx: 23160 INHOT EM. Inter-Continental Hotel Al Ain, Tel: Al Ain 654654, Tx: 34036 ITHCAN EM.
Meridien Hotel Abu Dhabi, Tel: Abu Dhabi 826666, Tx: 23794 HOMER EM. Ramada Hotel Abu Dhabi, Tel: Abu Dhabi 377260, Tx: 22904 RAMADA EM.
Ramada Dhafra Hotel Jebel Dhanna, Ruwala, Tel: Jebel Dhanna 71600, Tx: 52201 RAMAD EM. Sheraton Hotel Abu Dhabi, Tel: Abu Dhabi 823333, Tx: 23453 SHERAD EM.

Oil Managers Enact 'Fractionalization' Measures, but Look to Future

Oil has been, and still is, the key to Abu Dhabi's economy, even though stringent efforts are being made to diversify the economic base in both public and private sectors.

As part of the overall "revaluation" that now pervades many spheres of activity, Abu Dhabi's oil men are also embarking on a substantial rationalization program effecting both general administration and production.

The word most frequently used by oil men to describe this process through which the industry is going is "fractionalization."

It also means "getting the most out of what you have already got." This is how the general manager of the Abu Dhabi National Oil Co. (ADNOC), Dr. Mahmoud Krouha, explained the present position in a local newspaper interview.

Oil development and ex-

ploration is controlled by ADNOC, the U.A.E. has been one of the most vociferous in pleading the case at recent OPEC meetings for increased output by the smaller producers. With the OPEC ceiling of around 16.5 mbd, Abu Dhabi has been steadily increasing its output, which reached just over 34 million barrels in July. Following last month's OPEC meeting in Geneva, the U.A.E. is now reported to have agreed to a slight

reduction, so as not to rock the OPEC boat.

For a small emirate like Abu Dhabi, with a single resource, oil is the lifeblood of the nation. While realizing the political constraints within which ADNOC has to operate, the management has endeavored, with considerable success, to slash back staffing levels and increase overall efficiency. By the end of next December, 1,600 jobs will have gone, representing about 15 percent of the total manpower which will be reduced to a little more than 3,000.

During the boom years of the '70s, ADNOC went through a tremendous growth period, as did the other oil producers in the Arabian peninsula.

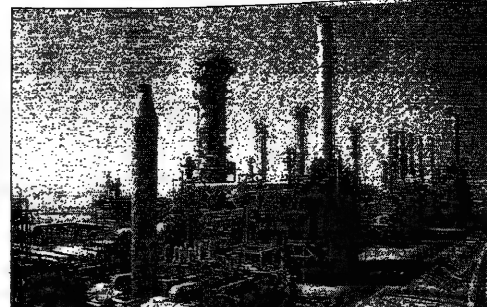
"Our operations were growing in size and we simply went on implementing project after project, with little real thought for their true commercial justification, or any definitive long-term strategy," said ADNOC. But that has now changed.

In 1983, according to ADNOC, a plateau in production was reached [284,000 bpd] and we had to look to more "fractionalization" of our operations. We also had time to look at what we were really doing — and what we ought to be doing. In the past, we just had not had the time.

"In the period of growth which we went through, it had been expansion for expansion's sake, particularly as far as staffing levels were concerned. There was little time to evaluate our real needs," ADNOC explained.

But two years ago, ADNOC embarked on an in-depth study of its operational needs for both general and technical staffs, and for its plants and downstream production facilities.

"Drastring cutbacks were called for, and in some cases a number of plants closed. There seemed little point in



The Umm Al-Nar oil refinery.

maintaining small processing or refining operations handling only a few thousand barrels a day, when a plant not far away could handle significantly larger quantities," ADNOC said.

Next year ADNOC hopes to achieve further savings "without affecting our safety and operational capability."

An important strategic policy change has been in offshore and onshore drilling operations. In 1985, the onshore wells drilled totaled 95 (six were for exploration or appraisal) and 58 offshore (11 for exploration or appraisal). Total footage drilled was 1,432,000. According to ADNOC's latest available report, onshore production in 1985 amounted to 280,000 bpd (compared to 316,000 bpd in 1981), and offshore production was 301,000 bpd (482,000 bpd in 1981).

The change of policy is to reduce drilling activity by using only one operating company offshore, so as not to duplicate efforts and services. The company will use only one drilling rig and said ADNOC. "It has proved that this kind of co-

operation is in all our best interests."

There has also been a considerable emphasis on secondary production from existing fields, where the recovery rate has gone up from 20 to 30 percent, which makes it less important to continue highly expensive exploration programs.

Dr. Krouha told the local Khaleej Times recently: "If one adds ten percent to ten billion barrels of oil in place, one adds one billion barrels, which is like finding a field of four billion barrels."

This is why the development activity over the last 18 months has been concentrating on secondary recovery schemes. The target onshore has been to achieve a production of 969,000 bpd, with a sustained daily injection rate of 1.62 million bds of water.

By pumping water into the wells, residual oil in the fields, which is not naturally under pressure, is forced out. ADNOC is in the course of completing several major water, gathering and injection schemes to boost this method of recovery and to reduce overall costs of production.

Working on estimates for

less than half the total output offshore, there have been some dramatic cost savings by utilizing more efficient methods of operation. On a basis of less than 50 percent capacity, it now costs Abu Dhabi \$3.51 to produce one barrel of oil, which is close to its target of \$3.30 and represents a substantial improvement. By the end of next year it is expected that offshore production costs will be down to \$2.80 a barrel and if output rises, then the average figure will, of course, work out to be even lower.

One big concern, however, is the danger of running down operations excessively. In four or five years, the management feels that there could be a real problem in finding technical staff, who will have left the industry to seek jobs elsewhere.

If there is a continued rationalization of manpower and an enforced "brain drain," it could take many years to recover if the global situation calls for more oil in the future. This is one reason why ADNOC is adopting a cautious approach to job evaluation and protection.

— Lee Wiley

Changing City

(Continued From First Page)

nomie situation is perhaps the best thing that has in fact happened here. It has made people sit up and put their houses in order."

Many businesses which had expanded too rapidly on the easy money are slimming down and becoming more selective in their operations. They are also having to look in new directions and to become more innovative in order to survive.

Hussain Al Nowais, chairman and chief executive of Emirates Holdings, is one of the new generation of U.S.-educated entrepreneurs. He also speaks about the other shock which rocked the Gulf — the collapse of the Souk Al Manahk, the stock market in Kuwait, in 1981/82.

"Almost every Arab trader and businessman lost money there, including me," said Al Nowais, who spent a period working for stockbrokers in New York and half a year with the European Economic Commission in Brussels.

One of the changes which is taking place is in the service industries. The biggest of these is the one resource which Abu Dhabi has so far neglected — the tourist sector. "We have now completed all the infrastructure here. We have to consolidate our position, review the past and most importantly, plan for the future," said Al Nowais who believes that tourism has been neglected to some extent.

Tourism is, in his view, only one of the service industries which could be exploited in the emirate. Others are building maintenance and refurbishment, information processing and more health-care services.

Al Nowais has invested in the tourist business himself, but not just in Abu Dhabi. He currently has tourist ventures in Morocco, Tunisia and Turkey.

Support for tourism also comes from the Chamber of Commerce and Industry. Its deputy director general, Juma Ahmed Al Salami, believes the market is for the discerning tourist of the future. "We have to gain a reputation for being a tourist center. We must open our doors more, and that will take a little time, but the government has not been slow to realize this," he added.

In a changing economy, professionalism in business is a

key factor. While most, if not all, of the major infrastructure projects are complete, there is still an opportunity to develop specialized services in several sectors.

Rationalization has probably been applied more harshly in the banking sector, where branches and staff have been reduced as normality is reached. Clive Smith, of the National Bank of Abu Dhabi said: "We are becoming much more cautious — and much more efficient, too."

While the government may be pruning its current budget by more than 15 percent, some projects, including upgrading of Al Ain Airport, are going ahead. In Abu Dhabi the biggest scheme, apart from multimillion dollar works in connection with the GCC summit (\$18-million) spending on the Inter-Continental Hotel alone involves new breakwaters, land reclamation and dredging works on Hodayiyat island. Abu Dhabi itself is having a breakwater, too. About DH 5 billion is slated for spending in the current financial year.

Abdulla A. Al Saadi, of the Abu Dhabi National Hotels Co., is one of the proponents of a move towards tourism as an alternative source of income. While pointing out that Abu Dhabi has more than 2,000 beds, mostly in the dozen or so luxury-class hotels, it has sun, sea and sand equal to that of any traditional tropical or semitropical island resort. But in addition, he said, Abu Dhabi can offer a different culture, the real "Arabian experience" which also includes traditional Arab hospitality.

That hospitality begins right at the Nadia International Airport, which is one of the most striking and least bureaucratic of Arabian airports. Formalities are kept to a minimum and arriving passengers can be "processed" in only a few minutes. As part of the drive to encourage tourism, the government is also granting visas within seven days of application.

As winter begins to fasten its grip on Europe, Abu Dhabi is preparing for the first 1,500 packaged-tour visitors, mainly from West Germany, to arrive. It could be the beginning of a trend which might one day put Abu Dhabi firmly on the tourist map along with the Seychelles, the Maldives, Jamaica and other Caribbean winter sun-sea resorts.

— Lee Wiley

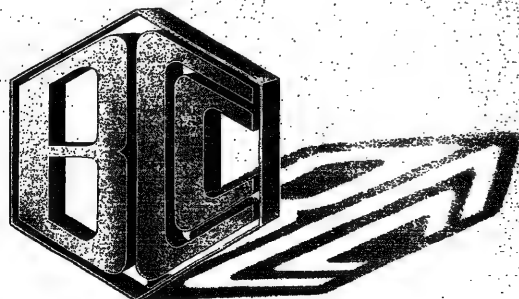
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ADNOC — PROCEEDING TOWARDS PROGRESS AND PROSPERITY

On November 27th 1971, Sheikh Zayed Bin Sultan Al Nahyan Ruler of Abu Dhabi signed Law No. 7, establishing the state owned Abu Dhabi National Oil Company — ADNOC.

In the past 15 years there has been a momentous development of the Abu Dhabi national oil industry, in research, studies and survey operations, in the onshore and offshore areas of Abu Dhabi. ADNOC adopted the vigorous implementation of development programmes for oil and natural gas reserves by using the most advanced technology. Extensive exploration programmes have been carried out onshore and offshore in ADNOC own concessions and in the joint venture concession areas, resulting in significant hydrocarbon discoveries.

In March 1982, the Ruwais industrial zone was inaugurated representing one of the most important achievements of ADNOC. The multi-million

industrial zone accommodates a number of important plants such as the 120,000 barrels per day Refinery and the Hydrocracker, the Nitrogen Fertilizer Plant and the Natural Gas Liquids Fractionation and Separation Plant, in addition to a number of specialized marine terminals for refined products, gas products, fertilizers and Sulphur. The zone provides all industrial users with the necessary utilities (electricity, sea water, demineralized water etc.) from the Utilities Plant constructed for this purpose. Built around the area is a large modern Housing Complex with all the necessary facilities and amenities of modern living.

ADNOC extends its marketing activities at home and worldwide, with a long list of products including crude oil, refined

products, natural gas liquids and Sulphur.

The company has secured technical and administrative manpower needed to implement the various projects and investment programmes. Emphasis is laid upon the development of technical and managerial skill of its staff, especially the UAE Nationals by means of training and intensive career development programmes.

The success and progress of ADNOC over the past 15 years continues to constitute a major incentive in the process of modernization and the prosperity of Abu Dhabi in particular, and the United Arab Emirates in general under the leadership of His Highness, the President Sheikh Zayed Bin Sultan Al Nahyan.

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The Arabian Experience: Warm Hospitality, Unexpected Pleasures

Abu Dhabi may be rich in oil but it also has two other great resources which are still to be realized — traditional Arab hospitality and a wealth of sights and sounds not to be found anywhere else.

In the space of a three- or four-day visit to the federal capital, it is possible to get a taste of "the Arabian experience." This might include an overnight desert safari with dinner under the moonlit sky in a sheltered hollow in one of the great sand seas. Or it could be a



Abdulla Al Saadi, deputy chairman of the Abu Dhabi National Hotels Co.

trip to the land of the Abu Dhabi's forefathers, deep in the Jebel, a glimpse of one of the most modern university towns in the region, a look at a traditional dhow building yard — and finish with a supper watching the latest theater from London's West End.

All this can be accomplished by staying in a first-class hotel chosen from a dozen or so available in Abu Dhabi, or at Al Ain, its twin garden city, 30 miles away in the desert.

Tourism is the one thing that the city has its eyes firmly fixed on for development in the future. The first package tourists will be arriving shortly for stays of from one week to ten days. Now that the great business rush is over, the city has to look to other means to fill its hotels and to take advantage of the natural resources which it has to offer. It has completed a solid infrastructure of services and hotels which are now expecting a steady trickle of tourists — not just an overspill from the normal business traffic, but groups coming from Europe, and, later on, the Far East.

It is an early stage for a tourist boom. But the signs are good. Hoteliers, and the few others familiar with the tourist business, hope that traditional Arab hospitality and the unexpected pleasures which Abu Dhabi has to offer may tempt Europeans who now go to many of the island resorts in the Caribbean, or the Indian Ocean.

Said Abdulla Al Saadi, deputy chairman of the Abu

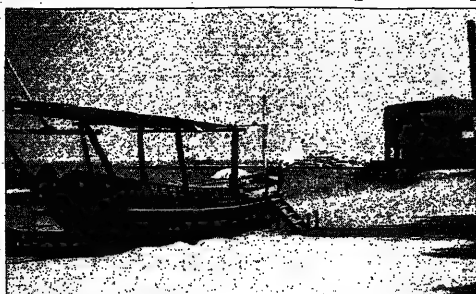
Dhabi National Hotels Co. and one of the forces behind the city's new bid for a share of the global tourist market: "We are not just trying to create a fantastic tourist market here in one year. That would be unrealistic. We are looking to the years ahead, and we are very optimistic about the way we see this market developing for us."

Al Saadi points out that tourism could create a new source of income for the emirate, which at present has some 2,000 hotel beds. "Our government is very concerned about creating new sources of revenue, and the Chamber of Commerce and Industry and other bodies are all looking into it," he said.

This year Al Saadi went to a major world tourist market show, held annually in West Germany, where he was able to interest a number of German tour operators in Abu Dhabi.

"They were impressed by the fact that, as well as all the sunshine and sea anyone could want, we also have some very good hotels, much better than many of those at some of the island resorts. Also we are able to offer a different culture, which is something the modern tourist is becoming more interested in," explained Al Saadi.

It is this different culture, the "Arabian experience," that Al Saadi sees as one of the major attractions for the kind of visitor he hopes will come to Abu Dhabi. At the same time he is under no illusions that the Arab cul-



Beach at Abu Dhabi's Meridien Hotel.

ture is going to be swamped by a rapid influx of tourists. In some parts of the region, regulations (visas and no-objector certificates) can make entry difficult. But in the case of Abu Dhabi, there should be few problems. This has now been confirmed by the government of Abu Dhabi, which will arrange visas for bona fide tourists within seven days of the application being made.

Abu Dhabi National Hotels Co. bought and now controls eight hotels which it took over from the government. Sixty-five percent of the company is owned by local shareholders and the remainder by the government of Abu Dhabi. The hotels in the group include the Hilton (including Al Ain), the Inter-Continental (also in Al Ain), the Sheraton, Meridien and Ramada (also Ruwais).

do care about our traditions," added Al Saadi. The standard of catering is also equally high and wide-ranging. One of the most popular aspects of eating in Abu Dhabi is the sumptuous buffets offered for lunch and dinner (as well as breakfast) in most of the hotels. Each visit with the other in trying to put on the best display, not only for the eye, but for the palate as well.

One of the flagships in the ADNHC group is the Abu Dhabi Inter-Continental, which has just hosted the annual summit meeting of the Gulf Cooperation Council. As part of the prep-

service superior to most comparative hotels at the top six floors of the hotel and the main function rooms, including the principal hall for the summit meeting itself, were refurbished at a cost said to exceed \$18 million. The work involved building 32 new presidential suites for the six heads of state and their retinues.

The hotel is ideally situated, slightly away from the main downtown area of the city, but next to the Central Bank and close to ADNOC's headquarters, at the end of the corniche road. This is the sixth anniversary of the opening of the hotel. "Three hundred thousand

guests have checked in, or, to put it another way, there have been nearly one million changes of bed linen and about three million cups of coffee served since we opened," said Jacques Du Welz, general manager.

Apart from facilities usually associated with a hotel of this class, it also boasts a special theater dining room where more than 200 guests can eat and watch theater groups from all over the world. It also has one of the best marinas on the coast.

Near to the ADNOC complex is the Hilton, which has a beach just across the corniche road. It has a special executive floor for businessmen, with more luxurious and personalized service than that available on other floors.

There is another Hilton at Al Ain, which has just celebrated its 15th anniversary. It was one of the first modern hotels to be built in the emirate at a time when Al Ain was no more than an old mud-walled fort, a bank, a few small shops and a dozen or so other humble dwellings. The hotel today is much the same as it was when it first opened, but its grounds have become more luxurious, with an abundance of flowers and greenery. There are also some ad-

ditional club facilities. When it originally opened there were few surfaced roads in the emirate, other than the one that linked Al Ain with Abu Dhabi, and the Hilton offered a real haven of rest to the traveler.

Today the Hilton has been joined by another Inter-Continental Hotel with a large swimming pool.

The other principal hotel on Abu Dhabi's corniche is the Sheraton, regarded by many as the premier city center resort hotel. It is located not far from the main business thoroughfares. In the middle of the city is the aptly named Center Hotel, close to most of the banks and not far from some of the leading merchant houses and the Chamber of Commerce and Industry. A few minutes' walk away is the conveniently placed Holiday Inn.

One hotel which has a distinctive and well-deserved reputation is the Meridien, on the beachside of the so-called tourist area where there is also a small marina. The Meridien combines arabesque style with modern functionality, and has an impressively tranquil entrance hall and lounge-lobby among its attributes. These also include a sheltered beach and Polynesian restaurant.

A little way out of town,

just off the Airport road, is the Ramada Dhafra, which is at present the nearest hotel to Nadia International Airport. Ramada also has another hotel at Ruwais, 150 miles to the west of Abu Dhabi.

As Mrs. Fatima Premji, manager of Dhafra Travel Service, pointed out: "With all these hotels and facilities, we really have to do something for tourism. Although most people might want to come here just for the sun and the sea, we can offer more than enough to keep our visitors busy for a week or so."

Dhafra has taken the lead in the private sector in providing ground facilities for the packaged tours now beginning to arrive. But it also organizes mini-trips for local residents and short-term visitors. These include desert safaris, wadi bushing in a 4 x 4 Toyota Land Cruiser, and camel racing on Thursdays and Fridays.

Gearing into the "people industry" is new for Abu Dhabi, which is now taking the lead in developing itself as the tourist center for the emirate. It is the beginning of a long-term strategy which could have significant implications for the future.

— Lee Volcy



Abu Dhabi Inter-Continental Hotel.

ture is going to be swamped by a rapid influx of tourists. "No, of course we don't expect that. We are not looking for mass tourism but those from the middle-aged, middle-to-upper-class bracket. We cannot afford mass tourism. Even though we are perhaps more liberal than most Arab states, we are also in some ways still rather conservative. Also, we

Each hotel, and its international parent management organization, will be responsible for marketing Abu Dhabi as a tourist destination in Europe. For the ordinary visitor, the standard of hotels and the facilities which they have to offer come as something of a surprise. They are generally built to much higher standards and offer

Mercedes Roots Run Deep in Abu Dhabi

After a few minutes studying Abu Dhabi traffic, two striking features materialize. One is the preponderance of cream-and-gold taxis, which despite a modern and efficient bus service are still the most common form of public transport. The other is that their numbers are only equalled by those of Mercedes Benz cars.

This is obviously due in part to the popularity of Mercedes throughout the Gulf, but credit must be given to the foresight and business acumen of one of Abu Dhabi's leading family commercial enterprises. As far back as 1963, long before the benefits of oil had made any great impact, Abdul Jalil Al Fahim and Sons imported their first Mercedes Benz. It is difficult to imagine now that these cars were unloaded from barges onto improvised timber ramps at the Corniche Beach.

From this beginning, Emirates Motor Co. was



Mohammed Abdul Jalil Al Fahim.


formed and has since grown into a large complex of showrooms and workshops. Ultra-modern facilities cater to every aspect of servicing and repair of all Mercedes vehicles, from a 190 Sedan to a massive executive unit. A big spare-parts store houses approximately 25,500 line items.

Back in 1963, when Abdul Jalil Al Fahim was opening his modest showroom on Sheikh Hamdan Street, his eldest son, Mohammed,

was only a teenager. But after finishing his education in England and spending a short time in the City of London's banking world, he returned to help with the family business.

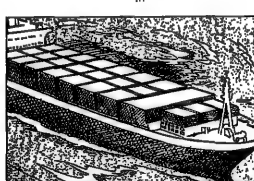
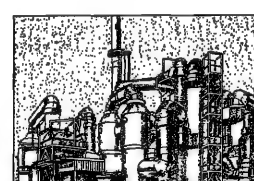
In 1977, six years after the formation of the United Arab Emirates, Mohammed Al Fahim subdivided the holding company into various sections which, as they prospered, were transformed into the individual companies that now form the Al Fahim Group. Aside from Mercedes, their interests include other automotive products, consumer goods, agricultural equipment, consultancy services for the oil and gas industries and a large property company which owns three hotels. His business sense and hard work has helped create what many see as one of the largest and most prestigious holding companies in the Arab world.

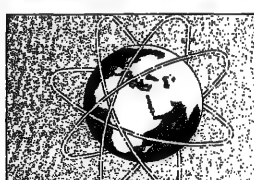

— Natasha Ogilvie



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Chamber of Commerce Reorganizes, Readjusts



Juma Ahmed Al Salami, deputy director-general of the Chamber of Commerce and Industry.

The Abu Dhabi Chamber of Commerce and Industry will move into its new 22-story headquarters on the corniche this month, confirming a significant change in its strategic economic role.

Sale Rashed Al Dhahiry, the chamber's recently appointed director-general, described the chamber as a go-between for the private sector and the government. He emphasized the chamber's important role during the period of consolidation and rationalization which the emirate is going through. "How long the present shakeout will continue," Al Dhahiry said, "depends on both internal and external economic factors ... but it will probably extend to the end of the '80s."

Explaining the chamber's role, he added: "The chamber acts as an economic department for the emirate, in the sense that it can convey proposals and recommendations for diversifying our economic base. Because we are the link between government and business, we can exchange views from both sides."

It is during this shakeout period that the chamber's usefulness will be tested. Al Dhahiry has no doubts that the chamber can, and will, be instrumental in helping to diversify the economy away from its monolithic oil base by promoting greater private-sector activity.

"We can not only guide the private sector," he said "toward establishing alternative, fruitful schemes, but we can also suggest, or even intervene on their behalf, so

that the government looks more favorably at such enterprises."

At least 99 percent, possibly even more, of Abu Dhabi's income is derived from oil revenues. With considerable pressure at the recent OPEC meeting in Geneva, the likelihood of slightly higher oil prices will have a direct bearing on the economic future of the emirate. "We have to take both the external and internal factors of OPEC into consideration," Al Dhahiry said.

As part of the continuing shakeout, he said he feels it is important that the banking sector be strengthened further, in order to establish a more solid base for greater industrial and manufacturing expansion.

These sectors, and others like tourism, various service industries and agriculture, depend very much on investments for which we are now hammering out a policy," explained Al Dhahiry, who added that the chamber also helps to draft new legislation.

While looking to the future, he also pointed out that the emirate is a very new country, having been established as part of the United Arab Emirates only 15 years ago. It has also had only one natural resource — oil.

Other businessmen agree with the chamber that during the current period of consolidation, there is an opportunity to review and restructure many policies and activities. "We need, for instance, to look at project studies, administrative systems, investment trends (both internal and external), and rationalize our expenditures in relation to our overall existing national economy," Al Dhahiry said.

The structure of the chamber itself reflects some of the changes taking place in the emirate. For the last eight years it has been led by its experienced president, Saad bin Ahmed Al Otaiba, one of Abu Dhabi's best-known traders, who has seen a total economic revolution in his lifetime, following the discovery of oil in the '60s.

Now he has been joined by someone from a younger generation, Al Dhahiry, who graduated as an engi-

neer in the United States. Another newcomer with a similar background is Juma Ahmed Al Salami, the deputy director-general. Together these two young men typify the new kind of Western-educated business technocrats who must help shape the emirate's economic future during an important period of transition.

Said Al Salami: "In the last few years, we have all become much more sophisticated. We travel a lot — to the U.S., Britain, Europe and even to the Far East. We try to learn about what is going on as far as trade and business is concerned and we try to tell our people what to do and how to develop new trade links."

The chamber, which has 17,000 members, will fully computerize its records and services, once the move to the new building is complete.

An important part of the chamber's activities is sending and receiving trade missions from overseas in order to establish new trade links. Last year more than 40 missions came to Abu Dhabi, including 19 from Western Europe and six from North America. The chamber has also sent top-level missions of its own to both the U.S.S.R. and the people's Republic of China.

Abu Dhabi, as well as being the federal capital of the United Arab Emirates, is also regarded as the financial capital and has a comparatively cosmopolitan outlook.

"We also like to think that we have a certain amount of harmonious co-existence about working together here, whether it is in industry, commerce or agriculture," said Al Salami, who also pointed out that in spite of the modern city atmosphere, Abu Dhabi and its citizens still retain strong Arab Islamic links which are the basis of its heritage.

Al Salami is one of the breed of today's businessmen who can be objective and frank about his country and the role it plays today, particularly within the Gulf Cooperation Council, an economic and political union composed of seven member states.

"We have been living in

Banking and Finance: Oil Cutbacks Force Streamlining, Rethinking

As the economic shakeout has accelerated, the need for prudent banking has become a major priority. Abu Dhabi, as well as being the federal capital of the United Arab Emirates, is also the financial center of the U.A.E. It is here that the Central Bank, once the currency board, is located. And it is from there that a more than eagle eye is now cast over banking operations in the Emirates.

Often described as one of the most overbanked countries in the world, it has been going through a drastic pruning process. The weak banks have been reshaped or merged with others.

The most significant development has been the creation of the new, expanded Abu Dhabi Commercial Bank last year. This is composed of the Emirates Commercial Bank, Khalij Commercial Bank and the Khalij Commercial Bank ADCB, in which the Abu Dhabi government holds a 60 percent share, is going through a dramatic change as it tries to assess an even course between meeting provisions for non-performing loans and pooling enough resources for the future.

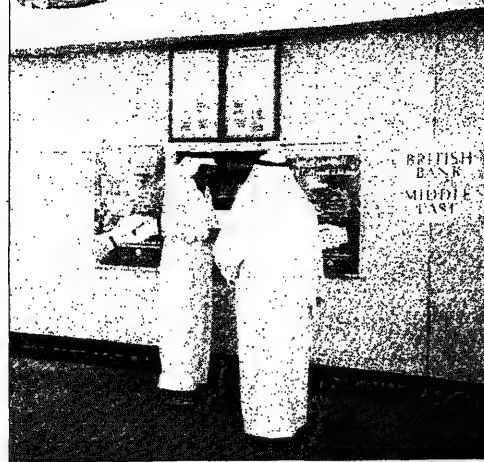
One of the Arab world's leading bankers, Sultan Nasser Al Suwaydi, has been brought in as managing director. Al Suwaydi has been general manager of the Bahrain-based Gulf International Bank, owned by the six Gulf Cooperation Council states and Iraq.

Following the merger with the other three banks last year, and the ensuing restructuring of operations, Al Suwaydi admits that the bank had to ask the government, as the principal shareholder, to support its operations.

"We have government guarantees in the form of free interest deposits which are far larger than what we anticipate we shall need over the next ten years. However, we don't say how much that is," Al Suwaydi said.

Since he took over, the bank has made considerable savings and reductions in operations. These operating costs have dropped from 128 million in 1984 to 114 million in 1985 and will be reduced still further by the end of this year.

As part of its general clean-up campaign, the bank reported it has "adopted a much more professional approach to following up non-performing loans." It has set up a special recovery unit to encourage non-performing debtors to respond to its efforts. Provisions for loans



Automatic teller machines are now used by about 50 percent of all account holders.

and advances, including possible losses, amounted to DH 3.8 billion in 1985.

"We have also established a better funding base, by offering market rates to depositors," Al Suwaydi said.

One innovation, launched earlier this year, was the creation of the Abu Dhabi Commercial Bank Unit Fund, the first of its kind in the U.A.E. It is aimed at the

smaller investor and follows the creation of a dollar market fund at Al Suwaydi's former bank in Bahrain. He hopes that the new unit trust fund will raise \$7 million initially, and plans to launch others.

He believes that, while on the surface money may be tight, because of the lack of any substantial government spending there is a certain amount of liquidity in the system, and funds available for investment.

Tahir said he believed

that liquidity "is there for those who have a name in the market."

The British Bank of the Middle East, one of the oldest foreign banks in the area, believes that there will be further mergers among U.A.E. banks as the government cutbacks continue. The bank, which has two branches in Abu Dhabi and six more in other parts of the U.A.E., had 30 branches before the Central Bank ordered foreign banks to cut their branches down to a maximum of two for each emirate.

As part of its own efficiency drive, it has now introduced automatic teller machines (ATMs) and about 50 percent of all account holders now use them. "We are constantly improving and updating our technology and we are probably the most highly computerized bank in the Emirates," said a bank spokesman.

The National Bank of Abu Dhabi, which, with total assets of DH 20 billion at the end of 1985, is the premier bank in the emirate, has had to carry more than the lion's share of bad debts.

Mohammed Habrouh, chairman, said in his annual

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—Lee Votey

that liquidity "is there for those who have a name in the market."

The British Bank of the Middle East, one of the oldest foreign banks in the area, believes that there will be further mergers among U.A.E. banks as the government cutbacks continue. The bank, which has two branches in Abu Dhabi and six more in other parts of the U.A.E., had 30 branches before the Central Bank ordered foreign banks to cut their branches down to a maximum of two for each emirate.

As part of its own efficiency drive, it has now introduced automatic teller machines (ATMs) and about 50 percent of all account holders now use them. "We are constantly improving and updating our technology and we are probably the most highly computerized bank in the Emirates," said a bank spokesman.

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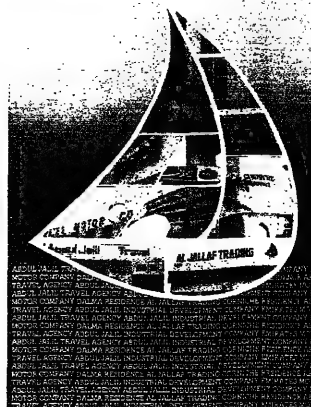
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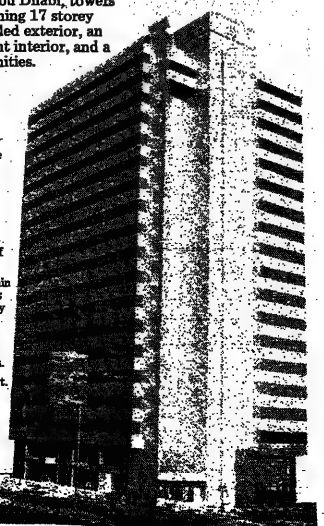
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ADVERTISING SECTION

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Nadia: Skilled Hostess Duty-Free Goal: World's Best For Weary Travelers One-Stop Shop Point

Like a doughnut-shaped space ship, Nadia, the international airport, is a striking contrast to other Gulf airports. It has an obvious European character, with little Islamic flavor except perhaps in the blue and green colored mosaic motifs. This is because the design and concept is by Aeroport de Paris, now carrying out a major upgrading of some of the airport's facilities. The basic concept is based on Paris's Charles de Gaulle Airport.

Abu Dhabi International Airport is assuming greater importance as more and more airlines make it a service point. About 40 different airlines use the airport, carrying some 2.4 million passengers in or out, and serving 59 destinations. Roughly half the number of passengers are in transit, and this figure is expected to rise in the future.

Opened just over four years ago, the airport is already one of the most accessible in the Gulf. It has less hassle and fewer difficulties for the arriving passenger, who can clear immigration, collect baggage, pass through customs and hop a taxi to the hotel, all within 30 minutes of touchdown.

As Sultan Ghannom Al Hameli, undersecretary at the Department of Civil Aviation, repeatedly says: "Whether the passenger is weary and frustrated after the hassles of flying, or senior citizens before a takeoff, the Nadia Airport is a haven, a refuge, or what you might call an oasis."

Many agree. Nadia is literally an oasis in the desert for the weary traveler. Built some 20 miles outside of the city, at the end of a desert road, the surrounding area is

green with trees, shrubs and flowers.

The check-in halls, with their cool marble floors, seem more spacious with the arid use of glass and mirrors. Once the departing passenger has checked through, a huge flattened tunnel with a moving beltway leads to the central two-floor departure lounge and duty-free shops.

Rising up from the floor of the circular lounge, with its shops around the periphery, is a futuristic mushroom which forms the roof of the terminal building itself. This is one of the most striking features of the design, which successfully blends imagination with practicality.

Nadia has a standard 4,100-meter runway, suitable for most existing aircraft. This is also being improved, and works should be completed by next April. As part of the modernization program, a new maintenance hangar is to be opened in cooperation with Gulf Air and the government of Abu Dhabi. This will provide major repair and maintenance services for any airline. These facilities will be the first of their kind anywhere in the Middle East,

the Department of Civil Aviation believes.

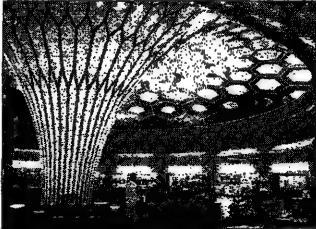
This will be a major attraction of the airport, because it is hoped that it will encourage even more airlines (there are currently about 40) to use Nadia. As a start, Gulf Air, which is owned by four Arabian Gulf countries, will do all its servicing in Abu Dhabi as of next year.

Nadia also provides a key catering function for 32 of the airlines currently calling there. The catering facilities are part of the Abu Dhabi National Hotels Company.

"We now provide upwards of 5,000 airline meals a day, and we have the capacity to go up to between 12,000 and 13,000 a day," said Mohammed Mounib, operations manager at the airport. Changing demands from airlines as they become more competitive means Abu Dhabi has to provide an even greater variety of meals, Mounib said.

"We may have to produce seven or eight different main courses for each flight, from caviar and smoked salmon at the top end to salad and pite at the economy level," Mounib said.

—Lee Volky



Nadia International Airport terminal.

"Say Goodbye with a Good Buy" is the slogan that Abu Dhabi has chosen for its rapidly expanding duty-free shops.

Two weeks ago the airport received the 1986 award "The Best New Duty-Free Shopping Outlet" in the world. It was presented by "Frontier" magazine at the Tax Free World Exhibition in Cannes, France. The airport also boasts one of the few duty-free shops for arriving passengers.

"Sales have been much better than expected, representing some 15 percent of total turnover for the items sold in the duty-free complex as a whole," said Mounib, who believes that in the years ahead, duty-free sales in arrivals terminals will be as important as those for departures. At present there are 11 shops in the transit area, not including the newly opened arrivals shop.

The duty-free arrivals shop, which is about twice the size of the ordinary shops in the departure hall, sells cigarettes, perfumes, chocolates and small gift items.

Total duty-free sales for the airport have been growing rapidly and are expected to reach DH 50 million (about \$14 million) by the end of December. This is double last year's figure, and well over the budgeted DH 35 million for the year.

The circular layout of the transit lounge, which is dominated by a huge blue and green mosaic mushroom in the center, has its duty-free shops in carousel fashion around the edge. As part



Mohammed Mounib in front of the recently opened duty-free arrivals shop.

of the overall strategy, much thought has been given to the layout and disposition of the shops. The aim has been to make it easy for the shopper to see, choose and perhaps buy the goods. These include jewelry, gold, perfumes, electronics, leisure wear, toys and confectionery goods.

"We did not have a massive area to play with, and we needed to keep fairly close control over what we were trying to do," explained Mounib. "We have gone in for walk-in style shopping with counter service. There are no barriers between customers and sales staff. We want people to come in to see the goods, look at the prices—and buy with the minimum effort."

Time is vital, especially for transit passengers who represent a significant proportion of the airport users. Last year the total number of people using the airport was

about 2.4 million, of which a little under half were in transit.

"It is the transit passengers that we are really trying to entice, and we have the potential to do that here. The maximum time that incoming transit passengers are on the ground is about 30 minutes, so we need a fast approach; we need to reduce the selling effort," Mounib said.

The duty-free operation is now being rationalized to reduce the number of lines carried from the existing 17,000 items, an extraordinarily high figure. It is policy to keep abreast of new developments and products, which is one reason for the large number of items.

Perfumes account for a high percentage of overall sales, and there is a great variety of sizes and prices.

A special feature is the variety of special offers available in the different shops—

ranging from perfumes to chocolates, transistor radios to cigarettes. One cigarette brand last month was selling for just over \$3 for 200.

Mounib believes that Abu Dhabi can compete favorably with neighboring duty-free outlets in the Gulf. He went on: "We are certainly cheaper than any airport in Europe, comfortably cheaper than those in the Far East, and in line with, say, Dubai. I do not believe that we should be cheaper than the cheapest, but we should be cheap."

Mounib sees duty-free shopping at low prices as part of the overall experience for the traveler. It should be something pleasant for the passenger to do, especially during a short stopover at the airport, which is certainly one of the more comfortable in the region.

He continued: "We talk a lot about service here, which

means checking through, the baggage inspections, security inspections and so on. If the passenger feels comfortable and is at ease, we feel he, or she, is more likely to buy something from the duty-free store. It should all be a comfortable, pleasant experience."

Abu Dhabi's Department of Civil Aviation has gone a long way to meet these objectives and is engaged in what seems to be a continuously revised program. Purchasing and stock-taking are now all being computerized, and Mounib has brought in an Irish expert from Shannon Airport in the Republic of Ireland to help supervise the 62-member staff and the duty-free sales operation.

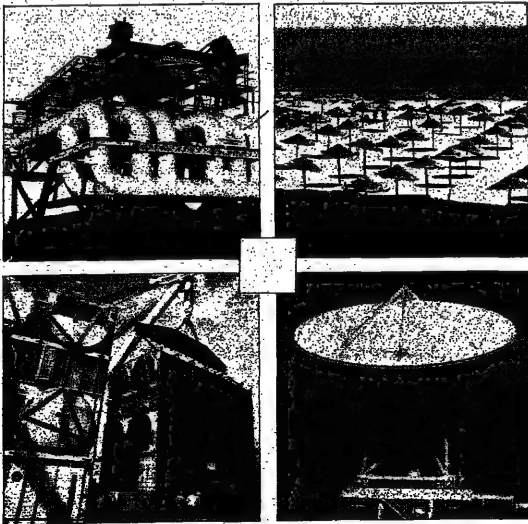
The department is also considering a major increase in the overall size of the duty-free shopping area. "We have to put in another set of shops on the first floor," suggested Mounib. The ultimate aim is to provide the best one-stop shopping center, not just in the Middle East, but perhaps at any point on the global traveler's route.

—Lee Volky



Hussain Al Nowais, chairman of Emirates Holdings. "Abu Dhabi has learned their lessons the hard way. Now, perhaps we are overcautious but the present situation is perhaps the best thing that has happened. It has given us time to breathe."

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SO THEY SAY.

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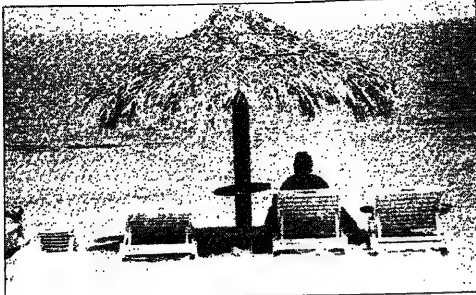
Sports, Leisure, Recreation: Something for Everyone

In the Middle East, leisure isn't something to be taken lightly. With an almost perfect climate for nine months of the year, acres of sea and sand and facilities for paraling in virtually any sport imaginable, rare is the person who doesn't take advantage of them.

The Abu Dhabi waters are ideal for nearly all water sports including windsurfing. There are plenty of experts around to offer useful advice, nor least the 'Abu Dhabi Board Walkers' who meet every weekend to both practice and compete. Notices are always made welcome and a few spare boards are kept ready.

The temptation to own a boat is very strong and again, help is available. The Abu Dhabi Sailing Club, a fully autonomous section of the Club, has been in existence for 17 years and has a fleet of several Kestrels, four Lasers and a Puffer. Beginners are encouraged to crew on race days, and it's generally thought that one season is enough for one to acquire the knowledge and skill to pass the helm's rest. Thereafter, be or she is syndicated to a boat which may be used at any time for racing or pleasure. Inter-club competitions take place throughout the season and sailors often race, taking their craft to a neighboring emirate for such events.

Water skiing is a popular Gulf pastime and no skier need interfere with another in the vast expanse of water. The Abu Dhabi Water Ski Club takes their championships seriously and, as in previous years, this November guest skiers in the form of Paul Seaton's Thorpe Park Show Team will fly out from England to perform ac-



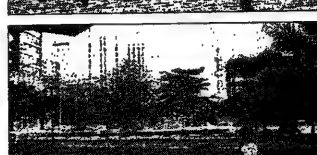
Above: One of Abu Dhabi's dhow boats. Below, top: Fort at Al Ain. Bottom: The corniche.

robatics before club members compete in the three disciplines of alomping, jumping and tricks.

For those who prefer something larger, the Abu Dhabi Cruisers Association caters to owners and crews of larger craft.

Racquet sports are popular. All the major hotels have tennis and squash courts, as do the various leisure clubs. Nearly all employ full-time coaches who not only teach but arrange internal and external leagues. Youngsters are encouraged both by their parents and the clubs.

Badminton also has a strong following, with inter-company leagues as well as club leagues playing during the cooler season. The Palestinian Cultural Club has many active players and they host competitions. Larger companies often have their own teams with cricket, volleyball and basketball among the favorites. Each year, the Filipino Association sponsors a basketball league.



A somewhat more unlikely sport, which is fast gaining appeal, is hockey. Though players compete in what is known as The British Embassy Hockey League, their nationalities vary considerably. Abu Dhabi, Dubai and Sharjah have four teams; one all male, one all female and two mixed. They play approximately 12 games per season.

Anyone who has spent even a little time in the Gulf has noted that football is the most popular sport of all. Most spare areas of sand have improvised goal posts. No expense is spared in the training and welfare of local players. League matches draw vast crowds.

Under the supervision and finance of H.E. Sheikh Khalifa Bin Zayed Al Na-

hyan, there are three main club teams in Abu Dhabi. One is Sheikh Zayed Sports City, based at the massive all-purpose stadium near Darwish. Also active are the Alwaha Sports and Cultural Club and Al Jazira Sports and Cultural Club.

Top trainers from all over the world are employed to put the young footballers through their paces. These three clubs offer local boys far more than football. There are facilities for basketball, volleyball, and track and field sports. Each club has its fulltime players in these sports.

Al Jazira works closely with the Ministry of Education. Rather than simply bring boys to the club, it has begun sending trainers to schools, to combine early sports training with the standard physical education lessons. They realize that heads of schools are more likely to agree where an individual talent lies.

With all this emphasis on competition, it might be supposed that everyone 'plays hard', but facilities for lighter activities abound. One example is 'Fun City', a vast leisure complex which is the pride and joy of Al Ain. Opened in October last year, the complex covers 214 acres with large areas of parkland, 20 major rides such as a roller coaster, and plenty of rides for the kids.

The gardens alone use 1.5 million gallons of water a day. Luckily the 'garden' city is mostly supplied by its own wells. As well as continuing cultural shows and family entertainment such as circuses, many additions are planned for the next five years. This December 1 sees the opening of an Olympic-sized ice rink which, according to manager Mike Denning, may be 'the best in the world'.

—Natasha Ogilvie

Dining Out: Cuisine for All Tastes, All Pocketbooks

As a country that plays host to many nationalities, Abu Dhabi boasts a staggering variety of ethnic food at a wide range of establishments.

For really inexpensive eating, it would be impossible to beat a couple of dishes from one of the many Arabic street cafés. For around DH 15, two people can enjoy chicken roasted on a spit with salad or hummus and tabouleh. If, on the other hand, one prefers tablecloths and full waiter service, L'Auberge, on the Port Road, is frequented by diners of all Arabic nationalities. Depending on the choice of starters and grills, a meal for two could cost between DH 100 and DH 160.

There must be occasions, however, that warrant spending at least DH 100 per person. To sample truly authentic Arabic cooking in delightful surroundings, an evening at the Al Birkah Restaurant, at the Meridian Hotel, is a must. Both the exterior and interior are based on traditional Lebanese architecture and the appropriately dressed waiters often form part of the evening cabaret. The price quoted includes a DH 20 entrance fee, which is charged

in the evenings to cover the nightly entertainment. A lunchtime visit will provide a beautiful view of the Gulf waters.

Abu Dhabi can also boast a selection of Chinese restaurants. Still much favored is the Mandarin, whose massive, red doors open into a foyer with stairs leading up and over a well-rocked fish pond. As well as a wide selection of the better-known dishes, their special suggestions include Stir Fried Grouper, Rolls at DH 30, and Sauteed Scallops and Prawns with Pepper at DH 48. A meal for two costs about DH 120. The Chinese restaurant in the Centre Hotel, on Harman Street, is also run by the Mandarin. Also oriental is the most recently opened Nan King, where one can watch food being prepared in the open kitchen.

The more one learns about Indian cookery, the more one discovers it is as varied and interesting as the vast country from which it originates. Mughlai cuisine, as the name implies, hails from the land of the Moghuls and one restaurant which specializes in these dishes is the Kowloon Restaurant on Salam Street.

with attractive red decor and furnishings. Main course prices range from DH 12 to 23.

To treat oneself to something really special, most of the hotels have plenty to offer. The Abu Dhabi International's La Renaissance has an excellent buffet and a la carte menu. For something slightly different there is also the BA Playhouse at the hotel, where plays with international casts are performed.

Cultural events are popular. Consider the recent visit of the London City Ballet to the Marina Club next door to the Meridian which, apart from its Lebanese restaurant, boasts Pacific delights at its Polynesian-style restaurant, Waikiki Tapa. Ethnic food of another kind is available at the Persian restaurant in the Sheraton, where the Italian La Mama restaurant seems always to be doing a roaring trade.

The Hilton and Holiday Inn provide typical French Gulf-style cuisine as well as buffets. These usually cost around DH 76. For afternoon tea, the Al Ain Hotel offers a haven of rest in relaxed surroundings.

—Natasha Ogilvie

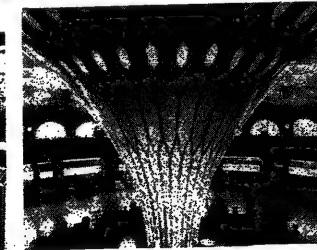


This restored fort is the home of Abu Dhabi's national archives.

The Businessman's Duty Free



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71st	Quincy	140	20	1258	80
72nd	Quincy	140	20	1258	80
73rd	Quincy	140	20	1258	80
74th	Quincy	140	20	1258	80
75th	Quincy	140	20	1258	80
76th	Quincy	140	20	1258	80
77th	Quincy	140	20	1258	80
78th	Quincy	140	20	1258	80
79th	Quincy	140	20	1258	80
80th	Quincy	140	20	1258	80
81st	Quincy	140	20	1258	80
82nd	Quincy	140	20	1258	80
83rd	Quincy	140	20	1258	80
84th	Quincy	140	20	1258	80
85th	Quincy	140	20	1258	80
86th	Quincy	140	20	1258	80
87th	Quincy	140	20	1258	80
88th	Quincy	140	20	1258	80

	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2
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Europe and Japan Set Standards For Compatibility of Software

Reuters

MUNICH — Europe and Japan have agreed to set common software standards to make it easier for different computers to communicate with one another, a spokesman for Siemens AG said Friday.

The spokesman said that two groups representing different computer companies from Europe and Japan had met in Tokyo during November for talks on cooperation. He said that the groups agreed to speed up the coordinating of standards for operating and testing computers from different firms.

He did not say what deadline the two groups had set themselves or when subsequent talks might take place.

WORLD STOCKS IN REVIEW

IN THE LIGHT EVERY MONDAY.
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ESSENTIAL READING FOR
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—WORLDWIDE

[illegible][illegible]

Options			
W. German Marks (DEM) (cont'd)			
Strike	Call delta	Put delta	Put premium
100	0.50	0.50	0.00
105	0.50	0.50	0.00
110	0.50	0.50	0.00
115	0.50	0.50	0.00
120	0.50	0.50	0.00
125	0.50	0.50	0.00
130	0.50	0.50	0.00
135	0.50	0.50	0.00
140	0.50	0.50	0.00
145	0.50	0.50	0.00
150	0.50	0.50	0.00
155	0.50	0.50	0.00
160	0.50	0.50	0.00
165	0.50	0.50	0.00
170	0.50	0.50	0.00
175	0.50	0.50	0.00
180	0.50	0.50	0.00
185	0.50	0.50	0.00
190	0.50	0.50	0.00
195	0.50	0.50	0.00
200	0.50	0.50	0.00
205	0.50	0.50	0.00
210	0.50	0.50	0.00
215	0.50	0.50	0.00
220	0.50	0.50	0.00
225	0.50	0.50	0.00
230	0.50	0.50	0.00
235	0.50	0.50	0.00
240	0.50	0.50	0.00
245	0.50	0.50	0.00
250	0.50	0.50	0.00
255	0.50	0.50	0.00
260	0.50	0.50	0.00
265	0.50	0.50	0.00
270	0.50	0.50	0.00
275	0.50	0.50	0.00
280	0.50	0.50	0.00
285	0.50	0.50	0.00
290	0.50	0.50	0.00
295	0.50	0.50	0.00
300	0.50	0.50	0.00
305	0.50	0.50	0.00
310	0.50	0.50	0.00
315	0.50	0.50	0.00
320	0.50	0.50	0.00
325	0.50	0.50	0.00
330	0.50	0.50	0.00
335	0.50	0.50	0.00
340	0.50	0.50	0.00
345	0.50	0.50	0.00
350	0.50	0.50	0.00
355	0.50	0.50	0.00
360	0.50	0.50	0.00
365	0.50	0.50	0.00
370	0.50	0.50	0.00
375	0.50	0.50	0.00
380	0.50	0.50	0.00
385	0.50	0.50	0.00
390	0.50	0.50	0.00
395	0.50	0.50	0.00
400	0.50	0.50	0.00
405	0.50	0.50	0.00
410	0.50	0.50	0.00
415	0.50	0.50	0.00
420	0.50	0.50	0.00
425	0.50	0.50	0.00
430	0.50	0.50	0.00
435	0.50	0.50	0.00
440	0.50	0.50	0.00
445	0.50	0.50	0.00
450	0.50	0.50	0.00
455	0.50	0.50	0.00
460	0.50	0.50	0.00
465	0.50	0.50	0.00
470	0.50	0.50	0.00
475	0.50	0.50	0.00
480	0.50	0.50	0.00
485	0.50	0.50	0.00
490	0.50	0.50	0.00
495	0.50	0.50	0.00
500	0.50	0.50	0.00
505	0.50	0.50	0.00
510	0.50	0.50	0.00
515	0.50	0.50	0.00
520	0.50	0.50	0.00
525	0.50	0.50	0.00
530	0.50	0.50	0.00
535	0.50	0.50	0.00
540	0.50	0.50	0.00
545	0.50	0.50	0.00
550	0.50	0.50	0.00
555	0.50	0.50	0.00
560	0.50	0.50	0.00
565	0.50	0.50	0.00
570	0.50	0.50	0.00
575	0.50	0.50	0.00

1965	1.26
1964	1.31
1963	1.36
1962	1.41
1961	1.46
1960	1.51
1959	1.56
1958	1.61
1957	1.66
1956	1.71
1955	1.76
1954	1.81
1953	1.86
1952	1.91
1951	1.96
1950	2.01
1949	2.06
1948	2.11
1947	2.16
1946	2.21
1945	2.26
1944	2.31
1943	2.36
1942	2.41
1941	2.46
1940	2.51
1939	2.56
1938	2.61
1937	2.66
1936	2.71
1935	2.76
1934	2.81
1933	2.86
1932	2.91
1931	2.96
1930	3.01
1929	3.06
1928	3.11
1927	3.16
1926	3.21
1925	3.26
1924	3.31
1923	3.36
1922	3.41
1921	3.46
1920	3.51
1919	3.56
1918	3.61
1917	3.66
1916	3.71
1915	3.76
1914	3.81
1913	3.86
1912	3.91
1911	3.96
1910	4.01
1909	4.06
1908	4.11
1907	4.16
1906	4.21
1905	4.26
1904	4.31
1903	4.36
1902	4.41
1901	4.46
1900	4.51
1899	4.56
1898	4.61
1897	4.66
1896	4.71
1895	4.76
1894	4.81
1893	4.86
1892	4.91
1891	4.96
1890	5.01
1889	5.06
1888	5.11
1887	5.16
1886	5.21
1885	5.26
1884	5.31
1883	5.36
1882	5.41
1881	5.46
1880	5.51
1879	5.56
1878	5.61
1877	5.66
1876	5.71
1875	5.76
1874	5.81
1873	5.86
1872	5.91
1871	5.96
1870	6.01
1869	6.06
1868	6.11
1867	6.16
1866	6.21
1865	6.26
1864	6.31
1863	6.36
1862	6.41
1861	6.46
1860	6.51
1859	6.56
1858	6.61
1857	6.66
1856	6.71
1855	6.76
1854	6.81
1853	6.86
1852	6.91
1851	6.96
1850	7.01
1849	7.06
1848	7.11
1847	7.16
1846	7.21
1845	7.26
1844	7.31
1843	7.36
1842	7.41
1841	7.46
1840	7.51
1839	7.56
1838	7.61
1837	7.66
1836	7.71
1835	7.76
1834	7.81
1833	7.86
1832	7.91
1831	7.96
1830	8.01
1829	8.06
1828	8.11
1827	8.16
1826	8.21
1825	8.26
1824	8.31
1823	8.36
1822	8.41
1821	8.46
1820	8.51
1819	8.56
1818	8.61
1817	8.66
1816	8.71
1815	8.76
1814	8.81
1813	8.86
1812	8.91
1811	8.96
1810	9.01
1809	9.06
1808	9.11
1807	9.16
1806	9.21
1805	9.26
1804	9.31
1803	9.36
1802	9.41
1801	9.46
1800	9.51
1799	9.56
1798	9.61
1797	9.66
1796	9.71
1795	9.76
1794	9.81
1793	9.86
1792	9.91
1791	9.96
1790	10.01
1789	10.06
1788	10.1

	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2
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BOMBAY — Nearly 400 brokers refused to trade on the Bombay Stock Exchange on Friday and some said the exchange may have to close indefinitely because trading had been crippled by seizure of stock certificates in income-tax raids. It was the fourth time this month that large numbers of brokers had refused to trade.

More than \$6 million worth of share certificates, cash, gold, silver and jewelry have been seized in raids on the offices of brokers aimed at finding untaxed wealth. The raids began Oct. 23.

Brokers said the seizure of stock certificates and financial records, part of a nationwide campaign to root out undeclared assets, made trading increasingly difficult.

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R24-4	Dec	1973	51	174.00	174.00	174.00
R24-5	Dec	1973	51	174.00	174.00	174.00
R24-6	Dec	1973	51	174.00	174.00	174.00
Source:						
Router:						

	Aug	Sept	Aug	Sept
per metric ton				
797.0	796.0	822.0	854.0	
800.0	800.0	833.0	814.0	
CATHODES (bars)				
per metric ton				
810.0	810.0	810.0	810.0	
810.0	810.0	810.0	810.0	
CATHODES (blowdown)				
per metric ton				
807.0	807.0	816.0	822.0	
813.0	813.0	816.0	817.0	
per metric ton				
722.0	722.0	729.0	730.0	
722.0	722.0	729.0	730.0	
per metric ton				
2536.0	2540.0	2538.0	2540.0	
2536.0	2540.0	2538.0	2540.0	
per metric ton				
450.0	452.0	464.0	462.0	
450.0	453.0	474.0	482.0	
per metric ton				
801.0	802.0	808.0	812.0	
801.0	802.0	808.0	812.0	

[illegible]

1985
1,795
97.7
1.28

1983
232.8
4.15
0.44

1985
543.7
13.64
1.48

1983
543.7
7.17
0.58

1985
1,775
8.71

PEANUTS

PEANUTS

EVERY NIGHT MY SUPPER GAMES THROUGH THAT BACK DOOR.

SURPRISE!

TONIGHT I WENT OUT THE FRONT DOOR AND CAME AROUND THE SIDE OF THE HOUSE.

I'LL EAT FIRST, AND THEN I'LL CALL THE HUMANE SOCIETY!

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BLONDIE

I USED TO BE IN SHOW BUSINESS BUT...

BUT 20 YEARS AGO I WENT OFF AND QUIT

HOW SAD YOU BET YOU'VE GOT A LOT OF SAD...

I WAS THE ONLY ONE WHO KNEW IT

I also admired Kroc's secretary, June Martin, a woman in a company that treated women worse than pickles. (Kroc was never sure about pickles.) I eliminated them in 1958, when he found too many discarded in store parking lots. Pickles were stored six months later. Women had a tough time.) For most of Martino's career, no women were employed at the McDonald's stores. Kroc thought young women would attract teen-age males, who would, in turn, repel parents and children. Kroc wanted families, so it wasn't until a brave franchisee in Indiana hired the wife of his brother that the mother was hired. Even so, Martino was not hired in 1970 because of "maternity" women and the operations manual outlawed "false lashes, eye shadows, colored fingernail polish, indelible lipstick, red" and "excessive use of strong perfumes."

The McDonalds made so much money (they shared all their trade with their neighbors and within a few years competitors) that they almost drove it out of business.

When they met Ray. Not Mr. Nice Guy, he was a system, tinkered with it (making them get it (making them suspicious), changed the trade name (making them rich), and made McDonald's across from theirs and drove it out of business.

Yet Martino was one of the most powerful people at McDonald's headquarters. She recruited franchisees, mediated in major interoffice rivalries and fired people Kroc had fired. Kroc acknowledged her contribution. He gave her a 10-percent interest in McDonald's. It wasn't worth much when she got in the 1950s, but when the company went public in 1965, Martino was suddenly worth \$5 million. What's more, Kroc put her on the board.

There's a full chapter on another board member

Harry Sonenborn, who created the real estate deal that saved the company from early bankruptcy, says that the success of McDonald's came from Jack (the French Fry King) Simplot for figuring out how to produce the "perfect" French fry, but his favorite character by far is Den Fujita, chief of McDonald's Japan. An outrageous promoter, he launched his chain with this promise: "The reason you can't get a hamburger so delicious as McDonald's is because they have nothing but fish and rice for 2,000 years. . . . If we eat McDonald's hamburgers and potatoes for a thousand years, we will become taller, our skin will become white and our hair blond." By '83, McDonald's was Japan's country's largest restaurant chain.

There is still room for another book on the McDonald empire, but here is a handy book on the proper treatment of franchisees, nutritional issues and company management.

Robert Krudwick, economics correspondent for CBS Morning News, wrote this review for *The Washington Post*.

Solution to Last Week's Puzzle

I'M COMING!

My ears heard you, but my feet..

..didn't get the message..

..til later.

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ANDY CAPP

By David Thompson (Syndicate)

"DOCK YOUNG THEM, TIE 'EM UP, AND WE'LL HAVE THEM REALLY DOWN HERE IN A MINUTE. DO YOU DISHER IN, ANDY?"

11-15

"CLOSE, BUT NOT CHALLENGE."

"IT'S CLUTTER, HAN. YOU'RE FIVE DOLLARS THE WINNER."

WIZARD of ID

Panel 1:

WIZARD 1: I'M GOING TO QUIT THIS JOB AND FIND A DECENT ONE!

WIZARD 2: WHAT ELSE ARE YOU QUALIFIED TO DO?

Panel 2:

WIZARD 2: HOW ABOUT RESTROOM ATTENDANT?

REX MORGAN

WHERE ARE WE GOING GREG?

THIS IS GONNA BE OUR LAST NIGHT IN TOWN! I THOUGHT WE SHOULD CELEBRATE!

MAYBE DO SOME SHOPPING!

WHEN I GO OUT-TO THE BANK TOMORROW TO WITHDRAW MY MONEY, SHALL I HAVE THEM WRITE OUT A CASHIER'S CHECK?

NO! TAKE IT OUT IN CASH! THAT'S WHAT I'M GONNA DO WITH MY ACCOUNT! THIS WAY THEY WON'T BE ABLE TO TRACE US!

24 HOURS
OPEN
BANK

GARFIELD

GARFIELD WHY CAN'T YOU CATCH MICE LIKE OTHER CATS?

SORRY

I ALWAYS LIKE TO GIVE HIM A SECOND TO RETRACT HIS STUPID STATEMENTS BEFORE I HURT HIM

JIM DAVIS 11/82

Via Agence France-Presse Nov. 14
Closing prices in local currencies unless otherwise indicated

[illegible][illegible]

SATURDAYS FORECAST — CHANNEL: Chennai, FRANKFURT: Shower; 11-18 (44-77), LONDON: Shower; Temp. 11-18 (52-66), MADRID: Partly cloudy; Temp. 15-17 (59-63), NEW YORK: Fair; Temp. 40-61 (50-74), PARIS: Rain; variable later; Temp. 12-18 (54-64), ROME: Rain; Temp. 17-22 (63-72), TEL AVIV: NS, ZURICH: Rain; Temp. 14-20 (57-68), **HONG KONG:** Mist; Temp. 17-24 (63-75), **HONG KONG:** Fair; Temp. 18-24 (64-75), **MARSEILLE:** Cloudy; Temp. 20-29 (68-84), **SEOUL:** Fair; Temp. 13-15 (55-57), **SINGAPORE:** Thunderstorm; Temp. 23-25 (73-77).

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کتابخانه ملی ایران

POSTCARD

Two Shots Closer to War

By Hans Koning
PARIS — The Café du Croissant on the Rue Montmartre is a historical place. Here Jean Jaurès, leader of the Socialist Party and publisher of *L'Humanité*, was shot dead Friday evening, July 31, 1914. Jaurès had been having dinner with colleagues and they were discussing next morning's issue of the paper. Their offices were a few houses away, and the café was the place where they went for drinks and on busy days for a working dinner. July 31 was a desperate and desperately busy day. The discussion was about how to halt the rush toward war with Germany. Jaurès was the only one who had remained calm. He always did. He was a man of calm, a man of peace, a man of peace. He believed it was within his power to initiate a general strike of French and German workmen, thus forcing the two governments into changing course and calling off the general mobilization that was looming and that would make war inevitable. He had told his friends that the Socialist Party would reveal which politicians were pushing toward war, among them the president, Raymond Poincaré. It is not likely that Jaurès could have achieved his miracle, but his assassination left the Socialist Party's leadership and power intact. It meant the political end of the peace efforts. Years of planning and conferences about "international brotherhood" turned to dust in the storm of military clamor and anti-historical patriotism. Thus, the two shots fired through the window of the café by a young royalist were crucial to Europe, for the assassination in Sarajevo was the spark that set off the war.

The following day *L'Humanité* was in mourning but it reminded its readers that only "a viril and ideal effort" could avoid a catastrophe "for the nation, for Europe, for the world." The government papers declared, falsely but in virtual identical terms, that "the great republican Jaurès" had been killed. This call for unity by approving government policies. I don't think there is a town in France without a Jean-Jaurès street but I doubt that he is remembered for the historically correct reasons. The call for unity was not much changed from Jaurès's day. Paris always strikes me by its sense of

continuity. When you read George Sand or even "Maman Léonard" (written more than a century earlier), and come upon a Paris street, you recognize everything they have the same feel; you think they must have looked around the same. The Croissant was enlarged in the 1930s, but apart from that it looks as it did 70 years ago. You can tell because there is a glass case with photographs taken at the time of the murder.

The same streets and wooden tables. The mosaic floor with the crescent moon shape that gave the Rue du Croissant, and the café's names. There is also a photograph in the case that was taken outside afterward. A huge crowd had assembled. It was a summer evening, and still light. Many men in the picture are wearing straw hats. You can distinguish the expressions on some faces.

The 1930s extension of the Croissant is where the restaurant tables are now set. The café is in the case that was taken outside afterward. A huge crowd had assembled. It was a summer evening, and still light. Many men in the picture are wearing straw hats. You can distinguish the expressions on some faces.

Newspapers usually have a traditional place where the staff sits off for badly needed refreshment after going to press. Such a tradition, once established, is almost unshakable and independent of price and other mundane considerations. *L'Humanité* is still nearby (though it belongs to the French Communist Party), but its journalists have never been back to the Croissant.

Hans Koning has just completed a book about the year 1968 for *W.W. Norton*.

E.M. Forster, Films and Dons

By Joseph Lelyveld
CAMBRIDGE, England — The manuscript of "Maurice," the homosexual love story E.M. Forster wrote in 1914 and then suppressed for 56 years, bore a characteristically quizzical note in the novelist's hand when it was discovered in his room at King's College here after his death in 1970. "Publishable," it said. "But worth it?"

Donald Party, a biologist who was then the vice-provost at King's, was one of the first two persons to come upon that note, having accompanied Forster's executor that day as the college's representative. Later, when the first executor died, the Forster estate passed to the self-governing fellows of King's College, who waited 10 years before deciding to lift the ban the editor imposed in his lifetime on the making of movies from his novels. And so Party, as executor, was involved in the decisions to let "A Passage to India" and "A Room with a View" be filmed.

The other night, on a stunning movie set, this elderly Cambridge don took his long association with the Forster literary bequest one step further by stepping into the film "Maurice," now being made here by the Janus Film International Merchant team that scored a major success last year with "A Room with a View." The set was the great hall of King's College, filled with today's fellows and students who were earning modest extra fees by masquerading as their Edwardian counterparts. Donz only enough to reminisce about "Morgan," the name of the name by which Forster was known to his friends, felt confident that it was a spectacle that would have tickled not only his mind but also his wit.

Deciding to make a movie of any Forster novel had been difficult enough. ("I wrote my books so people would read them," Forster told the Indian director Satyajit Ray, who visited him at King's to plead for film rights to



Forster "wrote my books so people would read them."

When Forster was an undergraduate at the turn of the century. The fact that there is no dining hall now in the novel bowered himself with a direct interest in turning the movie into a visual advantage. "I hope you didn't pay through the nose," Rylands said, "because they're not interested in it. It's a very young man." For all his views about Trinity, the don couldn't stay away when Ivory set up scenes against the backdrop of St. Christopher Wren's exquisite library there.

The dons don't seem to see the rushes from previous days. Over lunch, Party reacted quickly upon learning from Merchant that the video cassette of "A Room with a View" would soon be marketed in Britain. "Do we get a piece of the action?" the don asked. "Of course," said the producer.

For £50,000 we could build a whole Clare College," Merchant declared, explaining why he gave up on Clare.

PEOPLE

Miss World Crowned

Giselle Jeannette-Marie Laronde, 23, Miss Trinidad and Tobago, was crowned Miss World Thursday night in the 56th annual beauty pageant at the London Royal Albert Hall. The secretary from Maribou Island, Demund's Pia Rosenberg-Larson, 19, a newsreader, was first runner-up and Austria's Chantal Schreiber, 21, a stewardess, was second runner-up.

India announced Friday a \$120,000 award to the Swedish prime minister Olof Palme for his contribution to peace and international understanding. The annual award, instituted in 1965, is named after Jawaharlal Nehru, India's first prime minister and grandfather of Prime Minister Rajiv Gandhi. The family name was given to the award in February.

A contemporary Czech composer has completed an unfinished symphony by Beethoven written 190 years ago and preserved at a Prague museum. The official news agency CTM said. The composer, Petr Dvorak, was visiting a visit to Prague's Strahov monastery in 1787, but the score was never completed. The Strahov choralmaster Norbert Kaplan learned of the score at the time. His work, the score was never completed, trying to remain faithful to the original spirit of Beethoven's music, the agency said.

Ten Chinese men in three unpowered boats have become the first to travel from the source of the Yangtze, China's longest river, to the sea. The official Xinhua news agency reported. Four other members of the expedition died during the 4,000-mile trip. The expedition took more than five months. The team went through freezing temperatures and at one point ran out of food and had to eat roots and grass. The expedition had Wang Maoguo, 32, as the captain. When he arrived at the river's mouth, he was greeted by crowds of people, four naval vessels, fireworks and school children who gave them flowers and ribbons. Xinhua said. A Sino-American expedition led by Ken Warren of Portland, Oregon, tried

but failed to travel down the Yangtze earlier this year. One member of that team died of pneumonia.

Prize Minister Margaret Thatcher will be the first international woman leader to be inducted into the International Women's Hall of Fame by the National Women's Forum. The ceremony will take place Saturday at the British Embassy residence following Thatcher's meeting with President Ronald Reagan at Camp David. Lady Roderic, the first American woman astronaut, and Justice Sandra Day O'Connor, the first woman to serve on the U.S. Supreme Court, will participate in the ceremony. They were inducted into the Hall of Fame last year.

The blind American singer Ray Charles has been appointed a commander of arts and letters, the French Culture Ministry announced Friday. Philippe de Villiers, the ministry's second-ranking official, will make the formal award on Nov. 21.

A memorial to Edmund Halley, the British astronomer who was the first to predict the orbit of the comet that now bears his name, was unveiled in London's Westminster Abbey on Friday. The ceremony was attended by the prime minister, Margaret Thatcher, and other government officials. The statue of Halley, which was unveiled in 1981, is the first statue of a scientist to be placed in the abbey since the earth's earliest days, on what was its 300th birthday.

Kathleen (Kathy) Stark, actress and former girlfriend of Prince Andrew, won a libel case against a newspaper that claimed she had a relationship with Queen Elizabeth's son-in-law. The court ruled in her favor, ordering the newspaper to pay damages. Stark, who was married to her real name of Kathleen Jeffries, was undisciplined damages against the Observer newspaper and the journalist involved, John Helyar. The actress's friendship with Prince Andrew, who was married last July and is now the Duke of York, was the basis of the libel case. She was returned from combat duty in the Falklands War with Argentina in 1982.

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TODAY ON PAGE 2

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